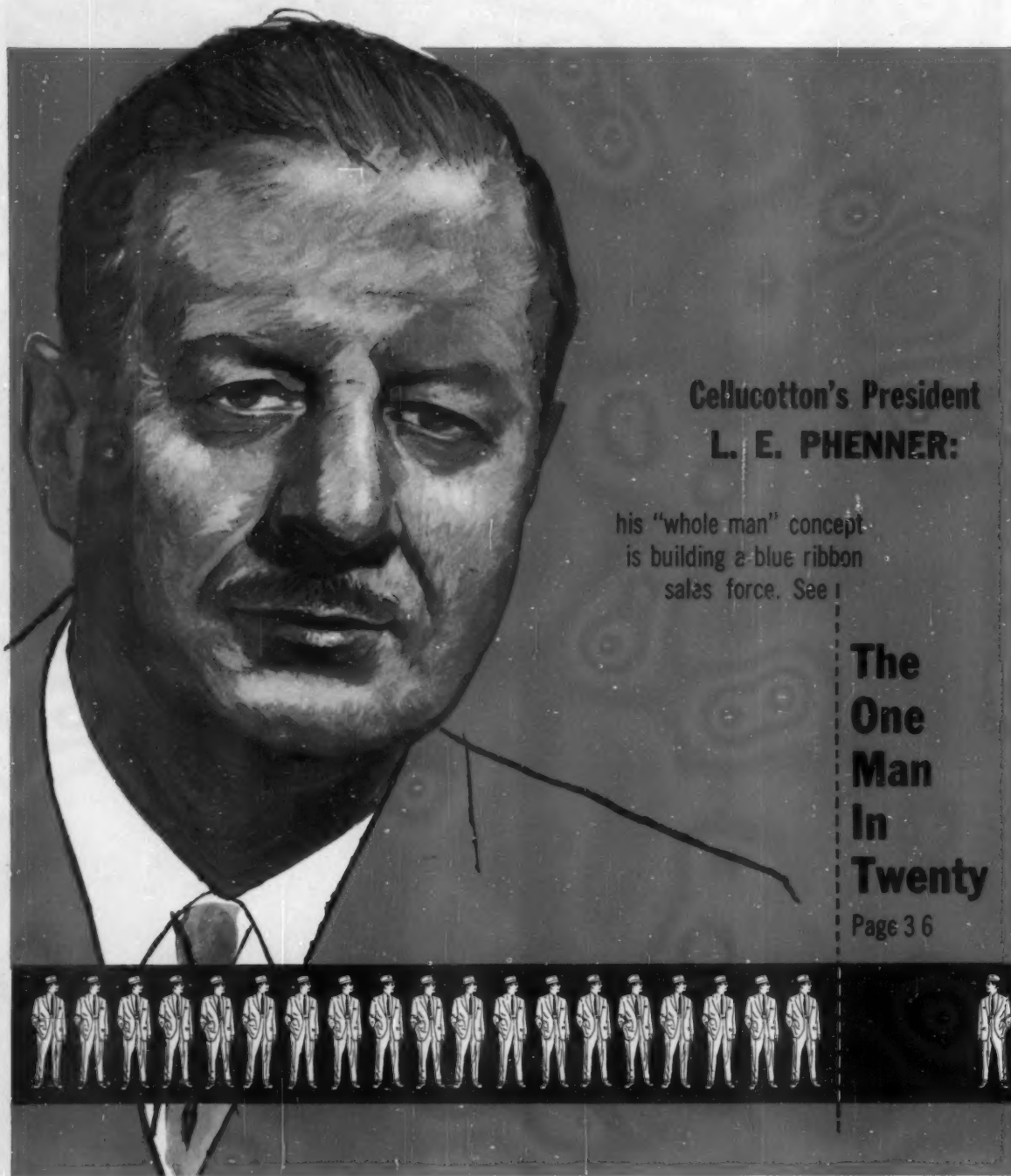


Sales Management

THE MAGAZINE OF MARKETING

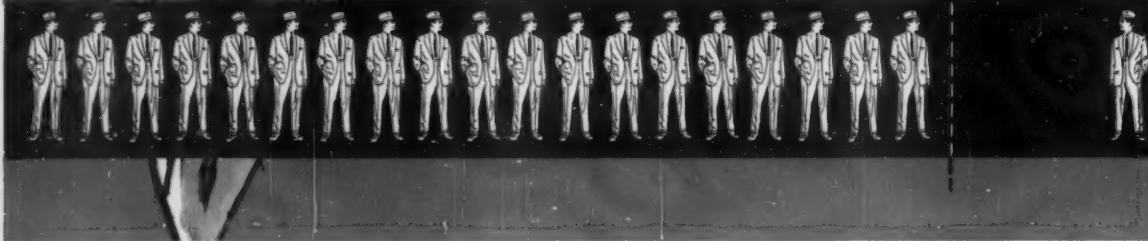


**Cellucotton's President
L. E. PHENNER:**

his "whole man" concept
is building a blue ribbon
sales force. See

**The
One
Man
In
Twenty**

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FIFTY CENTS

A BILL BROTHERS PUBLICATION

MARCH 15, 1955



All she knows is what she reads in the newspapers...
and the retail salesman has too little to add to it!

The
JAM HANDY
Organization

...is set up to help fix this!

TRAINING ASSISTANCE • SLIDEFILMS • LIVE SHOWS • VISUALIZATIONS • PRESENTATIONS

OFFICES

NEW YORK 19
1775 Broadway

DAYTON 2
316 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
Gateway Center

CHICAGO 1
230 N. Michigan Ave.

HOLLYWOOD 28
5746 Sunset Blvd.

Our Circulation in Moscow **STINKS!**

Bill Hearst just returned (we had our fingers crossed) from a trip to Moscow and tells us that our newsstand sale in that Russian city is nil.

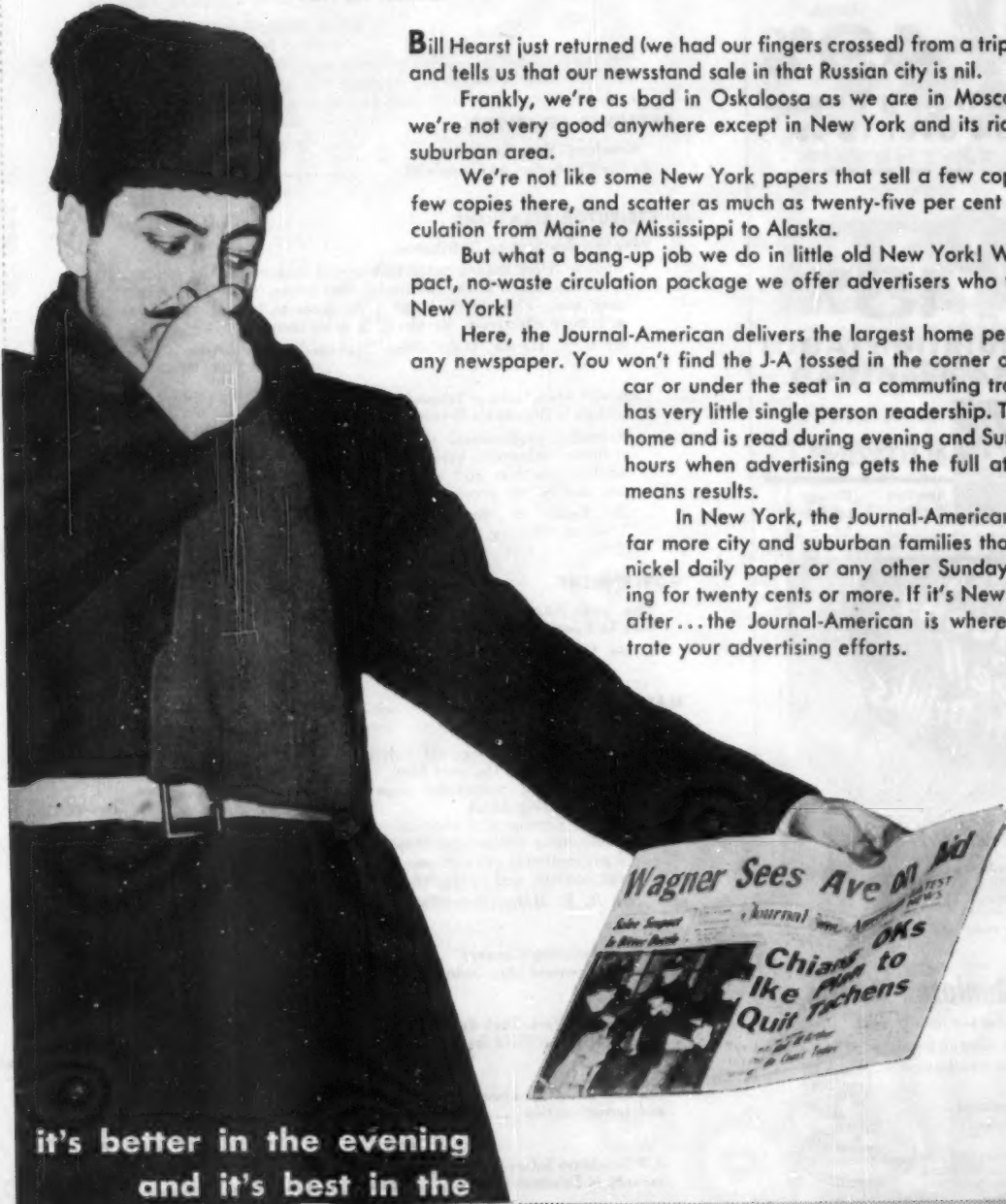
Frankly, we're as bad in Oskaloosa as we are in Moscow. In fact, we're not very good anywhere except in New York and its rich, compact suburban area.

We're not like some New York papers that sell a few copies here, a few copies there, and scatter as much as twenty-five per cent of their circulation from Maine to Mississippi to Alaska.

But what a bang-up job we do in little old New York! What a compact, no-waste circulation package we offer advertisers who want to sell New York!

Here, the Journal-American delivers the largest home penetration of any newspaper. You won't find the J-A tossed in the corner of a subway car or under the seat in a commuting train. The J-A has very little single person readership. The J-A goes home and is read during evening and Sunday leisure hours when advertising gets the full attention that means results.

In New York, the Journal-American is read by far more city and suburban families than any other nickel daily paper or any other Sunday paper selling for twenty cents or more. If it's New York you're after...the Journal-American is where to concentrate your advertising efforts.



it's better in the evening
and it's best in the

Journal NEW YORK **American**

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

UP 5%
in advertising linage
1954 over 1953.

UP 49%
in advertising linage
1954 over 1949.

UP 18%
in circulation (ABC)
1954 over 1949.

THE **Elks** MAGAZINE
New York Chicago
Detroit Los Angeles

**PIONEER
Balloons
Sell
Soft Drinks**

Smart Soft Drink
Bottlers Use Balloons to...

- Increase brand recognition
- Increase sales with balloon give-aways
- Merchandise radio and TV advertising

Because

PIONEER Qualatex® Balloons

- Are inexpensive and long lasting
- Have real toy value as premiums
- Reach parents thru demand of the kids
- Carry your message wherever they go.

Get ideas, samples and im-
print information from our
Premium Department.

Write today to...



Sales Management

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He works by purposeful plan and he sells with creative
merchandising ideas.

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Again an Inspiring
All Time Record...

11,322

ADVERTISERS
PLACED

42,293

ADVERTISEMENTS
WITH THE HELP OF

1,608

ADVERTISING
AGENCIES

in 1955 Annual Edition of
THOMAS REGISTER

The Record Speaks for Itself!
READERSHIP-ZERO
BUYERSHIP-100%

It Really Pays to Advertise in...

THOMAS
REGISTER

96% PAID CIRCULATION

Thomas Publishing Company
461 Eighth Avenue, New York 1



REMEMBER...

Remarkable Rockford!

Rockford, Illinois is a city well worth remembering. It is the center of a rich 13 county Northern Illinois—Southern Wisconsin trading area. It is the 2nd largest machine tool center in the world. It is the home of 399 diversified industries. Retail sales run almost 2 billion dollars per year. The Rockford Morning Star and Rockford Register-Republic give excellent coverage of the entire area. One hundred towns receiving home delivery have at least 30% circulation. Let us send you more information on Remarkable Rockford... write today.



BEST TEST CITY IN THE MID-WEST

131,173 A.B.C. CITY ZONE

441,222 A.B.C. RETAIL TRADING ZONE

ROCKFORD MORNING STAR
Rockford Register-Republic

REPRESENTED NATIONALLY BY DUKE, KUPERS & MAHONEY, INC.



Mr. Executive
**IS YOUR FLEET
COST OVER
6¢ A MILE?**

**INCLUDING GAS, OIL, MAINTENANCE
INSURANCE, TAGS, DEPRECIATION**

**General Auto
Is Cutting Costs
for Leading Firms**

- Marsh & McLennan
- York Corp.
- U.S. Steel Corp.
- E. I. DuPont De Nemours
- RCA Victor Corp.
- Factory Ins. Assoc.
- Market Service Inc.
- Universal Atlas Cement Co.
- American Bridge Co.

**FLEETS OF 25 TO 5000 BRAND NEW 1955
FORDS, PLYMOUTHS, CHEVROLETS READY FOR
IMMEDIATE DELIVERY AT LOW COST RENTALS**

PLAN A
Includes Gas, Oil,
Maintenance, In-
surance and Tapp.
Based on 25,000
Mile Annual
Average

6¢
Per
Mile

PLAN B
Monthly Rental
Plan

69⁵⁰
Per
Mile

(Slightly Higher in West)

Certified facts prove that General Auto Rental plans cost less than company-owned or salesman-owned car plans. And — entire cost is tax deductible... no capital tied up in frozen assets. All plans include immediate replacement in case of fire, theft or serious damage; new cars every 12 months. Special plans to meet specific needs.

HIGHEST PRICES PAID FOR YOUR PRESENT CARS



Write-Phone-Wire

GENERAL AUTO RENTAL CO.
Coast-to-Coast

HAROLD B. ROBINSON • Livingston 8-5000
6610 N. BROAD STREET, PHILADELPHIA 26, PA.



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

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ment, Inc.

Member



March 15, 1955

Volume 74

No. 6



Building is Booming in MILWAUKEE'S MILLION AREA

Milwaukee is growing at the greatest rate in its history. Building contracts in the county totaled \$253,730,000 in 1954—eight times the 1940 total. With population now topping the million mark in the city and adjoining suburbs, 10,300 new homes were built in the year—more than 80,000 since the war. Now in a compact area—all within 12 miles of downtown Milwaukee — advertisers find a greater consumer market than in any one of 13 entire states.



Write for the new booklet with 1955 data showing changes in Milwaukee and Wisconsin Marketing Areas—and the new book on Milwaukee newspaper circulations and coverage.

THE MILWAUKEE JOURNAL

Read in 9 Out of 10 Homes in the Metropolitan Area

Representatives—O'Mara & Ormsbee, Inc. New York, Chicago, Detroit, Los Angeles, San Francisco



a big



market you may have missed...

and the one tool that opens it **BEST!**

You can open a can with a hack saw. Or an axe. But you don't. You use a can opener. That's the way it is with the Central South. This market can be opened with a variety of tools. But just one does the job BEST. This selling tool is WSM Radio. And to understand the reason why, it's necessary to have an inside look at Central South, U. S. A.

In the first place, the Central South is a big market—a \$2,713,371,000 market. More powerful in consumer spending power than the cities of Baltimore, Buffalo, Minneapolis, Cincinnati, or Houston.

This is a little known market—a market composed largely of families and people who live in small towns. It is not an easy market to reach and sell. For the time buyer or advertising manager it represents an unusually tough task, because of the amount of money necessary to cover the area with solid advertising support.

The cost is prohibitive, if you attempt to do it with the combination of a Nashville radio station (other than WSM) and small town stations to plug most of the uncovered gaps. The cost is completely out of line, if you attempt to buy a combination of a Nashville newspaper and small town papers. Television leaves well over half the area uncovered from the standpoint of consumer dollar penetration.

There is one tool that opens this rich market. One selling tool that takes your advertising message to all the Central South at a cost that is within the bounds of the sensible advertising budget. This is radio station WSM.

We would like to have one of our representatives (either from the station or from your nearest Petry office) sit down at your desk to show you what Radio Station WSM can do for your product in this rich Central South market.

May we prove to you that WSM is the one selling tool that can open the entire Central South Market to your product at a reasonable cost?

WSM
R A D I O
NASHVILLE • CLEAR CHANNEL • 50,000 WATTS

MARCH 15, 1955



To sell the engineered construction markets, your best buy is

CIVIL ENGINEERING

- 1 90% of CIVIL ENGINEERING'S 38,000 readers are members of the American Society of Civil Engineers who must meet continuously the Society's rigid requirements as to construction experience in "responsible charge of work."
- 2 CIVIL ENGINEERING is unsurpassed in continuity of readership. 87% of these readers continue to read year after year. They are not "in-and-outers" but devote their lives to construction.
- 3 CIVIL ENGINEERING'S editorial content is functional and authoritative. 95% of its articles are written by top-flight engineers actively engaged in important projects. Civil Engineers spend an average of 3½ hours reading time with each issue of C.E.
- 4 CIVIL ENGINEERING produces results. 36,715 product information requests were received from one issue alone, resulting from a listing of advertisers' literature.
- 5 CIVIL ENGINEERING builds advertiser satisfaction. More manufacturers of equipment and materials than ever before are advertising in CIVIL ENGINEERING. Year after year, C.E. has shown a continual gain in advertising lineage.

Engineers are educated to specify and buy.

CIVIL ENGINEERING

The Magazine of Engineered Construction
The American Society of Civil Engineers
33 West 39th Street, New York 18, N. Y.

BATTLE CREEK MICHIGAN

ENQUIRER & NEWS BATTLE CREEK

9TH IN THE NATION
2ND IN MICHIGAN

IN CONSUMER SPENDABLE INCOME PER HOUSEHOLD

... and only the Enquirer and News Covers ALL Battle Creek!

A MEMBER OF
FEDERATED PUBLICATIONS
INCORPORATED

Represented Nationally by
SAWYER • FERGUSON • WALKER • COMPANY
NEWSPAPER PUBLISHERS REPRESENTATIVES

LETTERS TO THE EDITORS

LOAVES' LABOR LOST

In a recent issue of SALES MANAGEMENT (Feb. 15, p. 72) a chart on "Prices vs. Earning Time" was presented.

We think that someone made a very decided error in the figures used for bread. It showed that in 1947 it was necessary to work 42 minutes and 37 seconds to earn sufficient money to purchase a loaf of sliced bread; in 1954, 29 minutes and 36 seconds. On this basis the average earnings in 1947 would have been somewhere around 19c per hour, since bread was selling at an average of 12½c per pound. The 1954 figure would indicate earnings at about 33c per hour, the average bread price about 17c per pound.

The United States Department of Agriculture is in the process of printing a publication which will include figures showing that 30 years ago an hour of labor would purchase 5½ loaves of bread; today an hour of labor buys 10 loaves of bread. We think these figures much more accurate than the chart in SALES MANAGEMENT. Our industry will appreciate greatly a correction on the figures you used.

E. E. Kelley, Jr.

President
American Bakers Assn.
Chicago, Ill.

►The error wasn't one of statistics, but of dietetics. The figures are right, it seems, but the pound of bread should have been a pound of sliced bacon instead. A double apology to Mr. Kelley and the baking industry from Macfadden, which published the booklet on which our pictograph was based, and from SM for inadvertently picking up and perpetuating the error. Mr. Kelley's figures on prices of bread and earning time are correct.

THIS FIRM SELLS SERVICE

This is the story of one man's experience—a rather refreshing contrast to the all-too-prevalent mistreatment of customers, which Better Business Bureaus and magazines like SM continually decry.

The company is called Marine Enterprises, Inc., and it's in Pasadena, Md. It started life in 1948 as a business supplying boats and marine equipment to contractors, bridge builders and the like. As a subsidiary to the parent company, a machine shop, the Mecco Division, was set up to make small parts for the boats.

About a year ago the captain of one of the vessels had a brainstorm. Interested in pottery-making as a hobby, he was well aware that no truly low-priced potter's wheel existed. With the help of the boys in the shop he devised one—an ingenious combination to be powered by anybody's old electric kitchen mixer. The device was priced at \$14.95. Enter this writer—an amateur ceramist with a yen

for a potter's wheel and a couple of old kitchen mixers no longer pretty enough for our domicile but still running. I sent my check for the wheel and on arrival took it to the basement for assembly.

Now a guy can be a fair-to-middling potter and still be all thumbs at mechanical tasks, I am. The assembly is a simple matter, but I managed to snafu it to the point of completely chewing up the drive shaft and rendering the mixer inoperable.

Off went a letter to Mecco. Look what I did—can you fix it? How much? Back came the answer—send us the device with both mixers; we'll be glad to put everything in order for you and we wouldn't think of charging you a penny. When my outfit was returned a week or so later, both mixers had been reconditioned; I had been given an entirely new wheel—and the boys at the shop had built a wooden platform and permanently mounted the whole device on it!

In the course of correspondence, Marine's top man, J. W. Gimper wrote me, "When we first started Marine Enterprises we had neither the capital nor the equipment this highly competitive business demanded. By taking a genuine interest in the problems of our customers and making every effort to adequately provide for these problems we built a reputation which has been our chief stock in trade. We do business with Bethlehem Steel Corp., J. Rich Steers Inc., and concerns of like stature. I'm quite sure the only reason we are considered by these firms is the fact they know we will make every effort to give satisfaction regardless of the work or expenditure involved."

Neil A. Gallagher

Vice-President
Charles L. Rumrill & Co., Inc.
Rochester, N. Y.

A TRIBUTE TO MOTLEY

Congratulations on the splendid article by Red Motley, "I Believe in Selling," (SM, Feb. 15, p. 62). I had the pleasure of hearing Mr. Motley speak in Los Angeles last month; he's invariably at his best when speaking.

I worked for a wonderful guy by the name of Carl Priest. Carl used to say, "Selling is both a vocation and an avocation; selling is a way of life." You know it's true—a real, honest-to-God salesman sells his wife, his kids, his boss, his friends, everybody he meets, as well as his prospects. "Red", from what I hear, is that kind of salesman.

H. C. Kirby

Dealer Sales Manager
Avery Adhesive Label Corp.
Monrovia, Cal.

STUDENTS WANT SELLING HELP

I speak as a student of sales management at a New York College. I think I can safely make the statement that most students in my specialization would more than welcome the assistance of business

SALES MANAGEMENT



In Greater Philadelphia,



The Bulletin delivers more copies



to more people every 7 days



than any other newspaper

The people of Greater Philadelphia get complete and accurate reporting of local news in The Evening and Sunday Bulletin. That's one of the many reasons why, in Greater Philadelphia*, The Bulletin delivers *more copies to more people every seven days* than any other newspaper.

Philadelphians prefer a newspaper that reflects the character, needs and interests of the local community. Because there is so much more of interest to Philadelphians in The Evening and Sunday Bulletin, Philadelphians get more out of it . . . and that means advertisers do, too!

*14-County A. B. C. City and Retail Trading Zone

**In Philadelphia
nearly everybody reads The Bulletin**

Advertising Offices: Philadelphia, Filbert and Juniper Streets
New York, 285 Madison Ave. • Chicago, 520 N. Michigan Ave.

Representatives: Sawyer Ferguson Walker Company in Detroit
Atlanta • Los Angeles • San Francisco

MARCH 15, 1955

To sell anything in Memphis and the Mid-South

put it in **CA PS** **COMMERCIAL APPEAL — PRESS-SCIMITAR**



AND WE QUOTE:

"Transportation facilities were a major reason for locating the new twenty million dollar Grace Chemical Company anhydrous ammonia-urea plant in the Memphis area."

J. PETER GRACE
President, W. R. Grace & Co.

RAIL: 9 trunk lines with 17 radiating rail lines furnish competitive service to all principal cities and markets of the United States.

TRUCK: 88 motor freight lines link Memphis to the markets of America.

WATER: Old Man River and his tributaries carry Memphis freight to the ports of the seven seas.

AIR: 8 Airlines furnish passenger and express service from Memphis over 16 radiating lines. You can fly from Memphis to anywhere!

HIGHWAY: 5 Federal highways cross the Mississippi at Memphis and 13 Federal highways enter Memphis.

BUS LINES: 8 bus lines serve Memphis and connect Memphis with the world.

Hub of a great and growing Empire, Memphis offers to industry unexcelled facilities for getting anything or anyone anywhere. That's important when sites for new plants are being considered around directors tables.

Two Dailies and the South's Greatest Sunday Newspaper

THE COMMERCIAL APPEAL — MEMPHIS PRESS-SCIMITAR

SCRIPPS-HOWARD NEWSPAPERS





PREDICTION...

the **VISCOUNT**
will change your travel habits!

Once you've flown the Viscount — world's first turbo-prop airliner — you'll never want to travel any other way. Its four powerful Rolls-Royce engines make the Viscount exceptionally fast and pleasantly free from disturbing noise and vibration.

The Viscount will be serving Capital cities soon.
Be among the first to enjoy this new concept in flight.



Powered by



ROLLS-ROYCE

Capital
AIRLINES



visi-kits up your salesman's skill, personality... sales!

You improve sales of established salesmen... cut training time of new ones... with Burkhardt Visi-Kits. Here's why.

Visi-Kits increase the salesman's skill because they tell the *whole* story... in proper, hard selling sequence... every call. Prospects absorb up to 5 times as much of the sales story. This means they understand *more* of the benefits... have up to 5 times more *reason* to buy!

And Visi-Kits are compact, convenient, and ready-for-use at the flick of a finger. They fold flat for easier carrying, too. The clear trans-vue envelopes completely protect valuable contents from dust, smudges, finger marks and wear.

Visi-Kits are available from stock in two sizes, 8½ x 11 and 10 x 8... and in both black and brown finishes.

Start your sales force on
the way to more sales!
Get all the facts on the new "hard-
selling", Burkhardt Visi-Kit today.
Don't delay... Send for free
illustrated brochure!



THE
Burkhardt
COMPANY

Binders to American Business since 1911
545 WEST LARNED • DETROIT 26, MICHIGAN

Gentlemen: Without obligation, please send me your illustrated Visi-Kit Brochure

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

LETTERS

leaders, local and national sales organizations and societies in giving us practical knowledge based on their own experience.

At my college (Bernard M. Baruch School of Business, College of the City of New York) we have a Sales Management Society and meetings are held weekly. At these meetings we discuss sales problems. We are seeking sponsorship by one of the leading national or local sales groups. By addressing and otherwise assisting college sales organizations a sales manager can arouse an interest toward his own company and its products. By demonstrating the progressive sales management policy of his firm he can attract students who eventually will enter the sales field via his own organization. Where conditions permit, he could give part-time training to senior students and thereby tap a good source for recruiting purposes. Under such a program a far greater number of sales management students will be better equipped to enter the selling field upon graduation and industry would benefit by utilizing the training and experience of these men.

Harold S. Sheinbach

3310 Kossuth Ave.
Bronx 67, N. Y.

OVERSIZED AND UNDERSTAFFED

Probably bearing indirectly on the matter of discount houses and their growth is the poor service now sometimes given by large retail stores which are authorized dealers. Often it appears that they tend to grow bigger—and worse as to service and salesmanship.

A downtown department store (one of Dallas' oldest and best) recently enlarged. It's now sparkingly, enticingly new as to building and merchandise displays—but apparently poorer as to service and salesmanship. Example: Three times during the last year I ordered a certain household item (rather expensive) which the store is supposed to have made up, locally, to the customer's specifications. Each of the three times my order became lost and nothing happened. A saleswoman there said to me, "The bigger this store gets the fewer salespeople we have. It was bad enough before we enlarged—but now it's really a wonder anybody ever buys anything here!"

One realizes what the stores are up against: high wages, shortage of first-class people, difficulty in training because of quick turnover. But my thought is that perhaps store management is tending to kid itself a bit—thinking the solution to merchandising problems is always a bigger store. Perhaps, sometimes, the money spent on beautifying and enlarging a store would give better profit returns if it were spent on enlarging and training sales forces—maybe paying better salaries to get better people? I personally would rather shop in a smaller, older building where one could get *service*.

Mary McLeod

Dallas, Tex.

SALES MANAGEMENT

HOW Gair Package Analysis works for manufacturers

You, whose products already wear Gair cartons to market, may have noticed that our man asks more questions than the average.

What he's doing—and this is for you who haven't yet dealt with us, too—is gathering facts for a Gair Package Analysis.

Here's what Gair's Package Analysis Service does for you.

WHAT IS IT?

Gair Package Analysis is a service designed to clarify the basic requirements of a successful carton for your product. It is performed for qualified manufacturers without obligation.

WHAT DOES IT DO?

It uncovers the specific problems involved in packaging your product—current marketing situation, physical characteristics of your product, your packaging facilities, and your shipping and merchandising requirements.

HOW DOES IT WORK?

We begin with specific product facts supplied by your own staff, checking these out against the broad experience of recognized marketing and merchandising experts. Our findings are then studied by Gair creative engineers. They draw up recommendations for the most practical carton material, structural and graphic design, printing and production technique for your specific packaging situation.

RESULT

A carton that sells *and* protects your product, that fits both your packaging machinery and your pocketbook. Best of all you haven't wasted time or money in false starts on wrong tracks.

How can you take advantage of this service? Check your Gair representative today. He'll be glad to make a qualifying call at your convenience.

FC.5.1



GAIR

ACM

Creative Engineering in Packaging

FOLDING CARTONS
SHIPPING CONTAINERS • PAPERBOARD

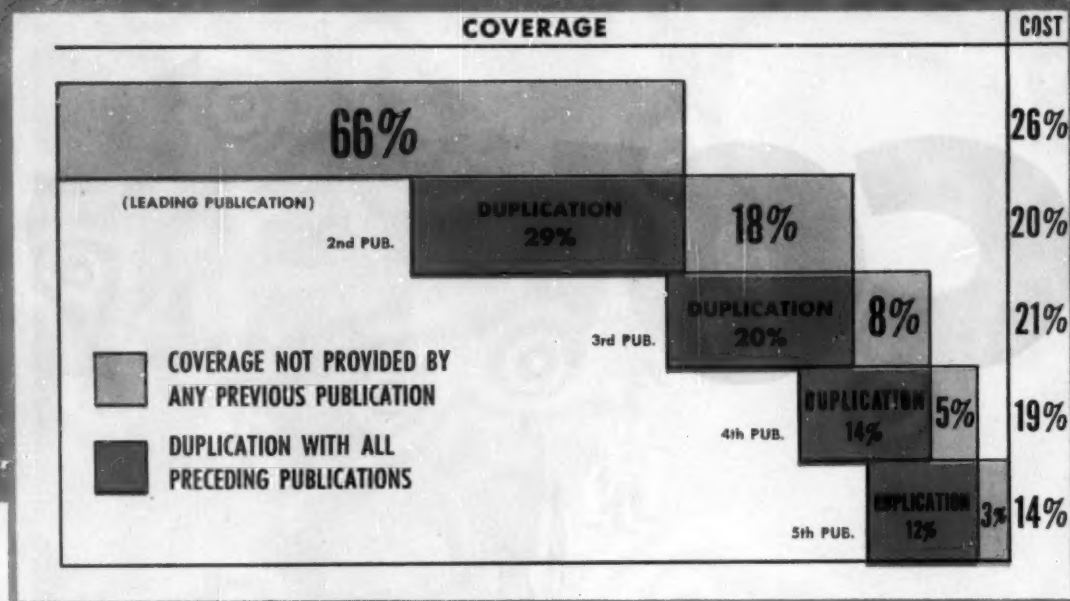
ROBERT GAIR COMPANY, INC. • 155 EAST 44TH STREET • NEW YORK 17, N. Y.

IS YOUR ADVERTISING "EQUITABLY DISTRIBUTED" ...OR "EFFECTIVELY ALLOCATED"?

WHAT A MOUTHFUL! What does it mean? Simply that there are two methods of building a business magazine advertising schedule. For example, in a field covered by five publications you can place six black-and-white pages in each publication . . . that is *equitable distribution*. Or, with approximately the same budget, you can place 12 two-color pages in the two leading publications . . . that's *effective allocation*.

WHAT IS THE BASIS FOR THIS STATEMENT?

A few years ago, 18 leading industrial advertisers conducted a cooperative readership study to determine how to reach their markets most effectively and at the least cost. They sent out 198,837 questionnaires and received 42,878 replies (21.6% return). The results showed that it pays to concentrate . . . that more space in fewer, more carefully selected business publications provides maximum effectiveness.



LET'S ANALYZE THE FINDINGS! Based on the composite readership of five publications serving each of nine different fields, the above chart shows that the leading publication provides the largest number of readers at a lower cost-coverage ratio (i.e. cost per man reached) than any of the other publications edited for the same field. So, it logically follows that the starting point for an effective advertising program is the number one publication in the field.

There is no rule as to whether one, two or more publications should be used. In fact, duplication or overlapping coverage may be desirable providing an adequate schedule is placed in the leading publication before the second publication is added. And, an adequate schedule should be placed in the second magazine before the third publication is added.

Check the chart again. Note that the first two publications reach 84% of the market at 46% of the cost of using all five magazines.

CONCLUSION: "Effective allocation" is better than "equitable distribution" . . . concentration in the leading publications will enable you to step up the *impact* of your advertising . . . permit greater frequency—with larger space units . . . without increasing your advertising investment.

Want more facts? We have a miniature booklet-presentation, "Applying the Cost Factor to Advertising Coverage." It explores the cost and coverage topic in detail . . . demonstrates the importance of concentration vs. scatteration. Ask your McGraw-Hill man, or write us, for a copy.

McGRAW-HILL
PUBLISHING COMPANY, INCORPORATED



330 West 42nd Street, New York 36, N. Y.



OVER A MILLION MEN IN BUSINESS AND INDUSTRY PAY TO READ McGRAW-HILL BUSINESS PUBLICATIONS
MARCH 15, 1955

Let's get the picture straight about magazines

COVER



**in magazine advertising
you get more of it
with the HOME-EDITED MAGAZINE
of the Sunday newspaper**

Next time you want to put a sales tent over your strongest markets, try the Home-Edited week-end magazines distributed with newspapers.

They'll do it every time.

The reason is, of course, that these magazines don't just settle for reaching a fraction of their markets. They give you both top readership and top circulation.

They're the only magazines with saturation coverage of their markets.

No wonder magazine advertising at the local level pays such rich returns in sales.

Nearly everybody sees it, and everybody that sees it reads it. And you'll be surprised at how many do something about it. Ask any local merchant who's tried it.

THESE ARE 28 OF THE NEWSPAPERS PUBLISHING THEIR OWN HOME-EDITED MAGAZINES

Akron Beacon Journal
Atlanta Journal and Constitution
Baltimore Sun
Boston Globe
Buffalo Courier-Express
Chicago Daily News
Cincinnati Enquirer

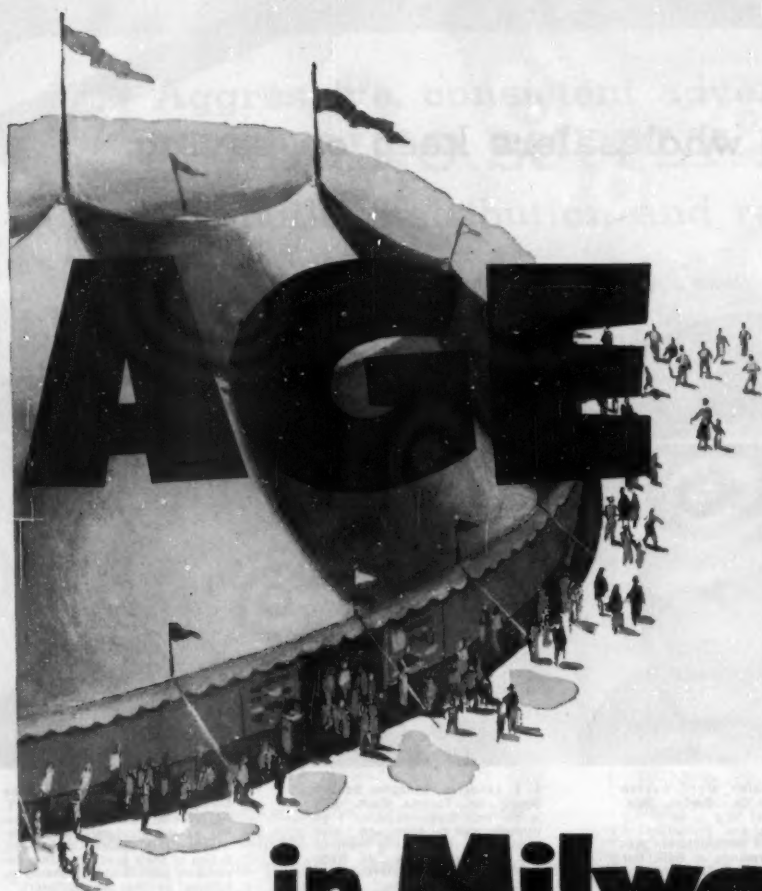
Cleveland Plain Dealer
Columbia State
Columbus Dispatch
Denver Post
Detroit News
Houston Chronicle
Indianapolis Star

Louisville Courier-Journal
Milwaukee Journal
Newark News
New Orleans Times-Picayune
Pittsburgh Press
Portland Oregonian
Seattle Times

St. Louis Globe-Democrat
St. Louis Post-Dispatch
St. Paul Pioneer Press
Syracuse Post-Standard
Toledo Blade
Washington Star
Youngstown Vindicator

HANDSOMELY PRODUCED IN ROTOGRAVURE FOR THE VARIOUS NEWSPAPERS BY THE FOLLOWING:

Art Gravure Corporation of Ohio, Cleveland . . . Art Gravure Corporation, New York City . . . Denver Post . . . Detroit Gravure Corporation . . . Neo Gravure Company, Chicago . . . Standard Gravure Corporation, Louisville . . . St. Louis Post-Dispatch.



in Milwaukee

you get more coverage in the HOME-EDITED MAGAZINE



of the MILWAUKEE JOURNAL

Every good advertising man knows that pictures stop people—and the biggest picture attraction in Milwaukee and Wisconsin is the Sunday Picture Journal. No other advertising audience in this multi-million consumer market comes close to matching the number who see and read this most popular section of the 485,000 copies of The Sunday Milwaukee Journal. The top ten national magazines combined can't equal the Picture Journal's 90% coverage of the Milwaukee metropolitan area—or its 69% average coverage of all Wisconsin cities of 2,500 or more population. So if it's magazine advertising you want, add to it the impact of newspaper coverage by using the Picture Journal of The Sunday Milwaukee Journal!

Building material wholesalers keep on saying:



Larry Wheeler, Exec. V. P., Hardware Products Co., Sterling, Ill. "Consistent, careful advertising by manufacturers in BSN keeps dealers posted, and has much to do with establishing prestige for their line and assists in pre-selling dealers."

Ralph A. Pauley, Mgr., Dayton Sash & Door Co., Dayton, Ohio. "It is a great help to us in our overall sales and promotion of products when manufacturers present their products in BSN. Our business has been built on such nationally advertised items."

A. E. Lundgren, Lundgren Dealers Supply, Inc., Tacoma, Wash. "BSN is the only trade magazine I go through page by page, and I also know that's true among many of our dealers. BSN is THE trade journal for manufacturers to get best advertising results."

Arthur P. Fisher, Pres., Wholesale Service Supply Corp., Albany, N. Y. "Aggressive, sustaining advertising by manufacturers helps tremendously in the sale and distribution of their products. This advertising pattern in BSN should be followed by other manufacturers."



C. A. Haug, Mgr., Builders Supply Co., Springfield, Ill. "BSN performs an outstanding service to wholesalers, retailers and manufacturers by keeping abreast and ahead of the times on merchandising methods, selling trends, material handling methods, etc."

Claude H. Bewiby, Pres., Ohio Valley Plywood Co., Cincinnati, Ohio. "We can say very truthfully that our first examination of each issue of BSN is a search for new items, new equipment and procedures to help us better serve our customers."

Carl D. Brehm, Wilbur Warehouse & Sales Co., West Allis, Wis. "Whether or not a manufacturer is advertising and promoting his products is an important consideration for us. We are aware of the assistance from advertising in trade journals such as BSN."

C. L. Johnston, S.M., Nichols Wire & Aluminum Co., Davenport, Iowa. "One of the first hurdles for products we consider handling is whether or not they are nationally advertised, and specifically, are they advertised in BSN. The wise manufacturer uses BSN."

TELL YOUR BEST STORY BEST IN..

"Aggressive, consistent advertising in BUILDING SUPPLY NEWS helps build distribution and rapid sales"

You become a **prime source** with wholesalers when you wisely and aggressively promote your product to their dealer customers and prospects. And it's not just coincidence that wholesalers suggest you do your promoting in **BUILDING SUPPLY NEWS**.

★THE CONSENSUS IS OVERWHELMING

A quick reading of quotes from leading building material wholesalers quickly establishes the value of consistent advertising to dealers. It helps wholesale salesmen sell your products to leading dealers, and stimulates dealers to sell more of *your* products to builders and home-owners.

★BSN GETS CREDIT TOO

BSN's recognized superior service to the industry's top 20,000 dealers and 2,000 wholesalers earns page-by-page readership of both editorial and advertising. When

wholesalers and their salesmen see your advertising in BSN it helps establish a pedigree that wins their respect and support. When dealers and their salesmen read your BSN advertising, it provides not only acceptance but product information that helps them do a better selling job for you. That's why your advertising in BSN is important.

★BSN IS 1st BECAUSE . . .

1. BSN reaches the greatest jobber and dealer buying power
2. BSN sparkles editorially
3. BSN has intensive readership
4. BSN gets results for advertisers



Prescott C. Buffum, Mgr., Johnson Building Materials, Manchester, N. H. "We take pride in the products we sell — well known and advertised products—products advertised in BSN, our building materials 'bible'. We appreciate the boost BSN gives us."

Norman Herr, Pres., Bayonne Steel Products Co., Newark, N. J. "Most of our dealers are avid readers of BSN for merchandising ideas, information on new products and advertising. We're grateful that manufacturers familiarize dealers with lines our salesmen promote."



BUILDING SUPPLY NEWS

MARCH 15, 1955

Always the **FIRST** Dealer Merchandising Publication

5 South Wabash Avenue

Chicago 3

1st
station in N.J.
covering 82% of the
state plus a big bonus
in New York

1st
with audiences
according to pulse

1st
with advertisers
3 out of 10 are retail

1st
with business
which has been firm for
the last 5 years and is
now better than ever

4
the answers
to a New Jersey sales
problem call your waat
man...
he knows this market

WAAT
970 on your dial

1020 Broad St., Newark 1, N.J.
Mitchell 2-6400

875 Madison Av., N.Y. 22
PLaza 5-1331

THE HUMAN SIDE



NICE WORK . . . and they've got it! These three eminent jurors are deciding the merits of a case of Carvel ice cream. Soon there'll be no evidence.

These Citizens Love To Serve on Juries

Ever try to get a member of the Pigtail Set past one of those roadside ice cream stands? Then you're wise enough to know that while adults buy ice cream, too, it's the moppets who think the stuff is here to stay. And Thomas Carvel, known to kids as "Mr. Ice Cream," knows they know it. He's head and founder of Carvel Dari-Freeze Stores, Inc., that operates Dari-Freeze stores across the nation. And he's just established a juvenile advisory board with the dual purpose of giving youngsters an opportunity to express their thoughts and views and exercise their talents in conjunction with the operation of a commercial business.

Carvel got the idea from the thousands of letters it has received from youngsters across the country. It intends to use the kids as guinea pigs for product and advertising and presentation of the product. Kids, says a company spokesman, know exactly what they like—and even more exactly what they don't like. Carvel values both opinions.

On this basis the pint-size executives are taken to departments such as advertising. They are shown pictures and copy the company intends to use—particularly advertising geared to the child audience. Then they're asked what they would like to see and hear in promotional campaigns. "Their views on point-of-purchase advertising," says the spokesman, "would stagger the imagination of any adult."

But the part of the deal the kids like best is—you guessed it—the taste tests. Carvel ice cream stores conduct an annual series of juvenile taste juries to learn what flavors are favorites. As many as 100 children at a time are divided into three age groups—6-8, 8-10, 10-12. Each group has an equal number of girls and boys. The kids are blindfolded and before them is set the newest in flavors. As with professional tea tasters, a mouth wash follows each test of ice cream so that the taste of the preceding flavor won't linger. Stenographers record every telling comment. Before the test the company makes sure the kids haven't eaten too heavily as a stomach-ache precaution.



they Buy More because they Have More!

● Yes, and even when Indianapolis families "do it themselves," they do it bigger and better. Take tools for instance . . . hardware store sales, in this great market are 26.8% above the national average!*

Whatever you're selling . . . tools, radios, automobiles, or jewelry . . . you'll sell *more* in Indianapolis! That's because the average income per family in Indianapolis is \$6593—25.7% above the national average . . . 7th among cities of 600,000 population and over.** But that's not all! Look at these other important market advantages:

► It's **BIG** . . . with a population of 600,000

► It's **STEADY** . . . unsurpassed for diversification and balance of industry and agriculture

► It's **EASILY REACHED** . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

* Survey of Buying Power, Sales Management, May 10, 1954.

** Consumer Income Supplement, 1954, Standard Rate & Data Service.

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



MARCH 15, 1955

21

How to make time where it counts most

Making time—sales time—for Omega watches is the job of Norman M. Morris. He is president of Norman M. Morris Corp., Omega's sole U.S. distributor. Omega's top priority market is New York. To sell that market, Omega relies primarily on *The New York Times*.



In 1954, *The New York Times* led all consumer publications on Omega's advertising schedule.

"The *New York Times* editorial format in itself inspires confidence," says Mr. Morris. "With such a background, the Omega story of fine quality penetrates with maximum effectiveness."

He's backed up by Al Lewin, president of Omega's advertising agency, Lewin, Williams & Saylor, Inc., New York.

"Our experience with Omega has taught us that *The New York Times* is the most influential advertising medium we can use . . . exerts tremendous influence."

Bernard M. Kliman, Omega advertising director, adds that "our advertising in *The New York Times* is seen by hundreds of our most important retailers . . . piles up orders from them by phone and mail."

Want to know more about what it takes to make time in the world's biggest and most productive market? Then get all the facts, now, about *The New York Times*, for 36 years first in advertising in the world's first market.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

Out of all this has come some pretty salient ice cream facts: Girls prefer sundaes with fruits, nuts and syrups over a plain sundae, five to one. Girls are attracted to exotic colors such as pistachio, pineapple, orange, strawberry. It takes six and a half minutes to eat a four-and-a-half-ounce sundae. But the preferred flavors are still the old trustees: vanilla and chocolate.

And "I'll take vanilla" is heard seven times as often as "make mine chocolate." Carvel adds that these juries—the happiest and most willing in the country—are agreed on one thing: Ice cream will *always* be the favorite food of all kids.

How To Get a Laugh Out of a Businessman

Something new has loomed over the business horizon: greeting cards for industry. Sounds stereotyped. But these cards are amusing and pinpoint some common business situations. They certainly should relieve the tedium of opening mail for many a secretary—and they ought to turn up the corners of many a boss' mouth.

The cards are the products of a new firm, Ideas For Industry, New York, N. Y. and are of the French fold type. Each is printed in at least two colors; artwork is modern and distinctive.

These are some of the occasions marked by the cards: "Please come again soon"—a thank-you to someone who has called on the sender or visited his showroom; "Congratulations" to someone recently promoted; "Welcome"—to a new account (illustration: a line drawing of employees leaning out of windows in beckoning attitudes and a red carpet being rolled out the front door); "Coming Attraction"—(written in letters simulating electric lights), heralding the visit of the firm's salesman.

Our favorite: "Nobody's Hero But OURS"—a tribute to the prompt bill payer whose heroic feet are shown atop a monument!

Murray Dolmatch, who heads Ideas For Industry, cut his business teeth in direct mail and sales promotion work for the men's wear industry. SM readers will remember our article about the too-big-to-be-profitable demand for the gadgets he used to dream up while he was with the Frank H. Lee Co. (SM, May 20, 1954, p. 20).

Dolmatch's cards answer a need in the business world, judging by the case histories and testimonials he has piled up in the few months he's been in business. Esquire Socks, for example, uses cards in four different departments. Chicago Cleaning Contractors, Inc., a maintenance firm, credits the "Nobody's Hero But OURS" cards with helping to humanize their business—something difficult to do if you render a service performed after your customers have left the office. One company got a thank-you note for its thank-you card, with a request for the address of the greeting card publisher.

In addition to the 8¼ x 11-inch folder cards, Ideas For Industry also offers a series of postcards which convey routine messages in an interesting manner.

Then there's a "Hold Everything (till you see our new line)" card for a salesman to send to a prospect. Illustration shows a woodsman startled at the word "Wait," as well he might be, since the tree he's chopping down is toppling just before the crash.

Chalk up one more venture in the "why-didn't-anyone-think-of-it-before?" class.

Heating Piping & Air Conditioning

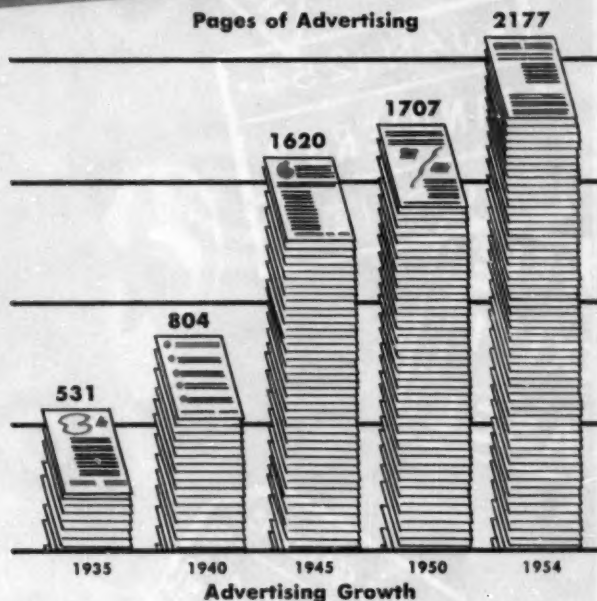
by every measure
THE CHOICE in the
industrial-large building
field.

1st in Advertising Volume...

By using more space in Heating, Piping & Air Conditioning — nearly twice as much as in the field's next book — manufacturers acknowledge HP&AC the best buy for covering the engineers and contractors who purchase-control the industrial-large building market's vast product requirements.

Each year HP&AC moves farther out front, GAINING rather than losing ground. Here is your assurance of a dynamic medium . . . one whose superior editorial performance fosters growth in every respect.

Consistent advertising leadership is but one of numerous "tangibles" which individually testify to HP&AC's value as a powerful selling force. Collectively, these "tangible measures" prove conclusively the No. 1 position of HP&AC.



KEENEY PUBLISHING 6 N. Michigan, Chicago



AIR CONDITIONING HEADQUARTERS



NEW YORK: 1734 Grand Central Terminal CLEVELAND HEIGHTS: 3734 Woodridge Rd. LOS ANGELES: 672 S. LaFayette Park Place

1st in Reader Preference

Year in, year out, HP&AC has a high renewal rate. Subscribers rely on it as "the field's authority in print."

1st in Advertisers' Acceptance

More companies advertise in HP&AC. In addition, HP&AC is used exclusively in its field by more advertisers.

1st in Editorial Volume

HP&AC has the greatest editorial content. Carries monthly Journal of American Society of Heating and Air-Conditioning Engineers.

1st in Circulation

Not only does HP&AC deliver the most circulation, it is the only FULLY paid (ABC) circulation magazine in its field.



for adventure in the exciting corners of the world...

THEY WATCH "THE FALCON"

Millions of TV viewers are watching Charles McGraw's outstanding performance as star of "Adventures of THE FALCON," NBC Film Division's great half-hour syndicated film series.

And millions of movie fans are now acclaiming this fast-rising young star as rugged, handsome Commander Wayne Lee in "The Bridges at Toko-Ri." Many, many more have just met him face-to-face during his triumphal coast-to-coast personal appearance tour.

As THE FALCON, McGraw is an undercover agent for the government. His assignments take him all over the world. Wherever he goes, the action is trigger-fast!

and in every corner of America... against any competition...

THEY WATCH "THE FALCON" In city after city, "THE FALCON" has won top ratings for his sponsors—even against strong competition. Here are the latest ARB figures:

In Memphis "THE FALCON" outrated "Make Room For Daddy" 22.9 to 18.8.

In St. Louis "THE FALCON" outrated "Willy" 25.2 to 7.8.

In Springfield, Mo. "THE FALCON" outrated "Break The Bank" 30.4 to 27.2.

In San Francisco "THE FALCON," featured as a strip show, sold out Monday through Friday at 11 p.m. It topped the feature films previously run at that time by 129%, and rated over 4 times higher than its nearest competitor.

before you buy a syndicated television program... WATCH "THE FALCON"

Your NBC Film Division salesman will be glad to arrange a private screening. Call him today.

NBC FILM DIVISION

serving all sponsors • serving all stations

30 Rockefeller Plaza, New York 20, N. Y.
Merchandise Mart, Chicago, Ill. • Sunset & Vine Sts., Hollywood, Calif.
In Canada: RCA Victor, 225 Mutual St., Toronto;
1551 Bishop St., Montreal

Too good to hide!

OWNERSHIP of television sets is increasing so rapidly in Iowa that nobody can keep up with it.

The 1954 Iowa Radio and Television Audience Survey was made in March, 1954. At that time, over one-quarter of all TV sets were less than six months old — yet, in March, 59.6% of all Iowa homes *had* television sets!

Here are the five-year figures from the Annual Survey:

INCREASE IN TELEVISION SET OWNERSHIP IN IOWA

	1950 Survey	1951 Survey	1952 Survey	1953 Survey	1954 Survey
All homes surveyed	1.7%	11.8%	25.7%	38.2%	59.6%
Urban homes	2.4	15.9	30.9	44.5	67.2
Village homes	1.3	8.7	21.0	32.7	53.3
Farm homes	1.1	8.7	21.2	31.9	52.7

Now there are more than 280,250 television sets in WHO-TV's Central Iowa — and 355,100 families. WHO-TV is giving them the best *programming* there is — from the tallest antenna in the State. Ask Free & Peters for all the facts!



WHO-TV

Channel 13 • Des Moines • NBC



Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Free & Peters, Inc.
National Representatives

SALES MANAGEMENT

COMMENT

Medicine's Faith in You

Business has just received a nice bouquet from the American Medical Association.

The familiar statement "Accepted for Advertising in the Publications of the American Medical Association" soon will disappear from your advertising.

The American Medical Association is ending its seal program because manufacturers have measured up to their inherent responsibility to deliver the product quality they promise in their promotions.

"The need for such seal programs," says the editor of the AMA publications, has become less as laws have been enacted and as manufacturers have assumed more and more their share of responsibility in marketing worth-while products."

For the welfare of the public, and the integrity of industry, we trust that manufacturers will merit AMA's faith today.

Your Successor's Bigger Job

Our exploding economy calls for bigger men in bigger jobs. Smarter men will be required to manage our ever expanding economy. There are at least eight major reasons why our successors must be smarter than we are today:

1. Their jobs will be far larger than ours. There will be millions more people to feed, to clothe, to house, and to provide with jobs. These people will be moving around in the United States—and overseas—and their incomes will rise and fall at different speeds. So our successors must be smarter than we are in order to follow the shifts in markets and the purchasing power in those markets to buy our products and services.
2. They are expected to avoid economic busts. Our people are now committed to the ideal that we can control our economic destiny. So far we are now in the first period of sustained prosperity following a war, when we have not undergone a major recession.
3. They must make capitalistic democracy more attractive than communism. Our freedom-of-choice life must offer more desirable benefits for everyone.
4. They hold the fate of our national safety and prestige. Our generation has had to fight—and to continue to be ready to fight—to preserve our historic liberties won by other people. But the hardest part of the job lies ahead for the men and women who will inherit our economic, political, and spiritual leadership.
5. They will be called upon to make possible a 35-hour week—at full pay. We no longer believe in labor from sunup to sundown, with rest only on the Sabbath.
6. They are expected to continue and to add to the present "fringe benefits"—social security, pensions, health insurance, more holidays. These benefits have become a part of our day's pay and of our way of life.
7. They must make good. The people who are now coming into our business life have a healthy egotism. They believe in themselves. This oncoming generation has never experienced personal failure. It



...says Perry LaBounty

"For 34 years now I've been eased out of a lot of offices of AE's, SM's, media directors, space buyers, brokers and distributors with that old line—'if you only had a 30,000 city market'... Well, everything comes to him who waits. It's taken a long time, but we finally made the big hill... so have a look at this beautiful new figure and start throwing those schedules over my transom."

BLOOMINGTON-NORMAL
ILLINOIS ★ CITY ZONE

NOW
51,025*

- Biggest population gains in history
- 600 new homes (Av. \$15,000) in 10 subdivisions
- Over 100 industrial plants going full tilt

ILLINOIS' FIFTH LARGEST
NEWSPAPER RETAIL MARKET

- 152 million subscriber purchases

In addition to 99% carrier-delivered coverage of the important Bloomington-Normal city zone, *The Pantagraph* has a big plus market of 77,744, representing 24,294 subscriber families in 85 communities—97% home delivered. Any wonder it's a potential Standard Metropolitan County Area.

Get the new picture of the importance of this richest industrial-farm area in the Mid-West. Get all the facts from Gilman, Nicoll & Ruthman, national advertising representatives, or write Perry LaBounty, National Advertising Manager.

*ABC Audit Report, Sept. 30, 1954—Para. 28-b

THE
Daily Pantagraph
BLOOMINGTON - NORMAL, ILLINOIS
127 mi. SW of Chicago ★ 157 mi. NE of St. Louis



Why You Dig Up MORE SALES PROSPECTS Through **CONSTRUCTION EQUIPMENT Magazine**

In the construction market, it's a sure bet that the men who buy and use construction equipment and materials are your best customers and prospects.

Because **CONSTRUCTION EQUIPMENT** uses the right circulation method, your advertising makes an extra "sales call" each month on these buyers. **CONSTRUCTION EQUIPMENT** readers are selected for *buying power* by over 1,000 salesmen, representing 104 distributors in the construction field. Each is a local market expert.

This unique Conover-Mast Franchise Circulation Method has built the best coverage of buying influences in the fast-shifting construction market!

That's why advertisers consistently get *more inquiries and more sales* from **CONSTRUCTION EQUIPMENT**.

You, too, will unearth *more sales leads* when you put **CONSTRUCTION EQUIPMENT** to work!

The Equipment Application Magazine

Construction Equipment

205 East 42nd Street
New York 17, N. Y.

NBP

BPA

A CONOVER-MAST PUBLICATION

SALES MANAGEMENT



has grown up in an era of "can do." It has seen it done, and has every reason to believe it, too, "can do."

8. We've helped to make them smarter. Isn't our finest accomplishment the ability to spot and to develop people who can surpass our own achievements? We, too, have a healthy egotism, and our own pride is at stake. So each one of us should fervently hope that our business successor will be smarter than we are.

It Costs \$6,684 to Fire a Man

The American Management Association has queried its members about how much it costs them to let a salesman go. The answers are shocking.

Average cost named by 136 members of A. M. A. for each salesman to leave or be let out: \$6,684.

The real shocker: Nearly 25% of the respondents put the expense of a mistake in hiring a salesman at \$10,000 or more!

In some instances the mistake is valued at more than \$20,000.

The A. M. A. survey covered sales selection practices of 180 companies, mostly manufacturers. Results are embodied in "A Company Guide to the Selection of Salesmen" (\$3.50 to members, \$4.75 to non-members).

There is general recognition of the high cost of manpower failure. There is little agreement, however, on ways to avoid failures.

Nearly 50% of the firms do not use aptitude tests.

Only 25% of respondents rely on tests either wholly or in combination with other factors in selection.

It is obvious that aptitude testing in scientific selection of manpower has a substantial number of advocates, but that the people who provide aptitude tests and servicing still have a major pioneering job to do.

The sales executive, despite the decentralization of management, continues to be his own picker of men.

The A. M. A. survey finds that in more than two-thirds of the firms, the sales department, rather than the personnel department, has the major responsibility for selection of applicants for sales jobs.

Final hiring decisions, in more than 40% of the cases, rest with the general, divisional, or assistant sales manager.

The successful applicant for a sales job must "sell" himself to at least two, and usually three, individuals.

The personal touch is still all-important in locating and landing a sales job.

Previous sales experience is a major job requirement in only one-third of the firms responding to the A. M. A. survey. But many companies have a rigid minimum age of 25 and maximum of 35.

The wife a man takes may be more important to his future than he suspects at the time he marries. A. M. A. finds that about 25% of the firms now interview the wife, too.

What causes manpower failure? According to A. M. A., the No. 1 reason: the salesman's poor planning and organization of time and effort. Other major reasons: lack of effort, ambition, aggressiveness, stamina, and motivation.

Are you prepared to keep up with and profit by THE CHANGING AMERICAN MARKET?

You must, if your business is to move soundly ahead. This explosive new book, based on *Fortune's* unprecedented \$250,000 survey, is the detailed and indispensable picture of the economic revolution in which we are living.

Even more, it is a prediction of the startling directions your markets will take in the next five years. With 71 charts in color and 54 pages of statistical tables.



THE CHANGING AMERICAN MARKET

By the Editors of

Fortune

\$4.50 wherever books are sold

HANOVER HOUSE,
Garden City, N. Y.

hotels
Mayfair Lennox
ST. LOUIS

right
in the business
center of St. Louis

TELETYPE SL 139

What else gets you retailer



In food, for example...

- *Last year, LOOK developed 31,598 store-wide food promotions*
- *These stores bought nearly 2 million lines of tie-in newspaper advertising*
- *Big-volume stores like Publix and Richard's Lido tie in with LOOK promotions*

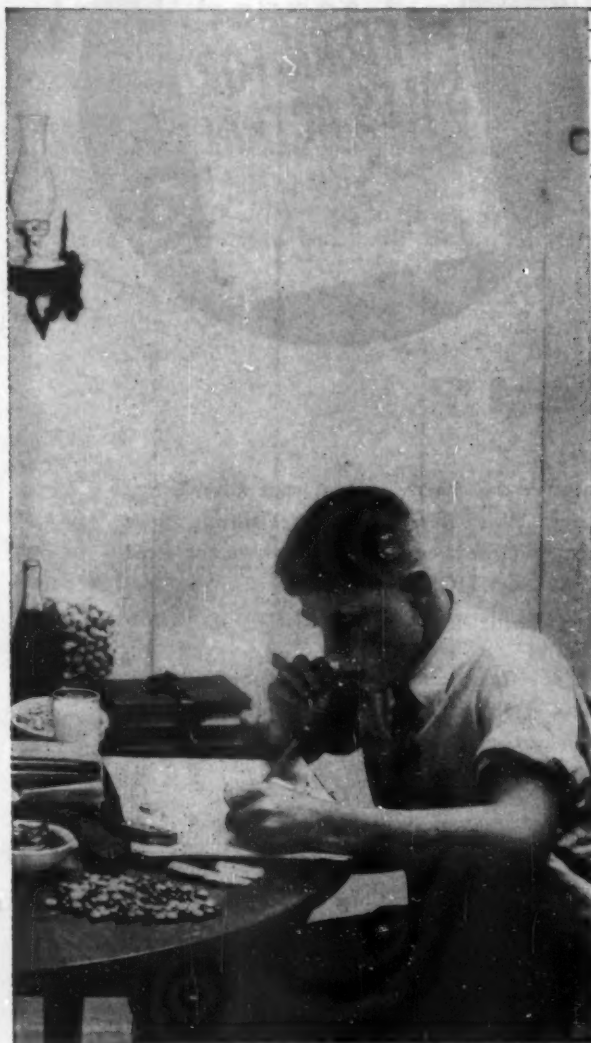
Do you realize how big LOOK's food merchandising program is—and what it can do for you?

Just last month, LOOK's first 1955 related-item selling theme developed 9,124 storewide food promotions.

And last year, LOOK's 31,598 storewide food promotions dwarfed those of every other magazine in the weekly and women's service fields. Top-volume stores participated—chains like Publix, Stop & Shop, divisions of Colonial and Acme . . . independents like Richard's Lido and Deyo's . . . voluntary groups like Foodcraft, Red & White and A. G. units.

Retailers bought nearly two million lines of local tie-in

response like **LOOK** ?



Photograph by MILTON H. GREENE

newspaper advertising in 1954. These ads all featured LOOK-advertised products. For example, a LOOK-advertised instant coffee received mentions in newspapers with a total circulation of over five million . . . a dairy product, 6½ million . . . a tissue, 13 million. According to the Advertising Checking Bureau, LOOK's promotions developed twice as much newspaper space as the Post's and four times as much as Life's.

. . .

Sound interesting? Get the details from your LOOK representative, or write: Dick Harmel, Merchandising Manager, LOOK, 488 Madison Ave., New York, N. Y.

MARCH 15, 1955

	<p>Big New Mother's Day Promotion Will Draw Gift Dollars to APPLIANCE Outlets</p> <p>Orders for LOOK's "Make It A Great Day For Mother" promotional kit already total over 4,000. Dealers have waited a long time for an event like this.</p>
	<p>Millions of CARS To Be Safety-Checked in May — Can Mean Extra Sales for You</p> <p>About 80% of the cars failing the safety checks will head for repair shops. In the more than 300 cities which will have safety checks, you'll find a ready market.</p>
	<p>3,250 DRUG Stores Will Tie In with LOOK's Exciting Summer Promotion</p> <p>"For The Good Old Summertime" will be featured in 3,250 chain and independent stores all over America. And 75% of the stores tying in will be "repeaters."</p>
	<p>Recent LOOK Women's FASHION Feature Moves Merchandise to Tune of \$100,000</p> <p>All we did was show some T-shirts and short shorts! Almost overnight 400 department stores and specialty shops bought 25,000 units totaling \$100,000.</p>
	<p>LIQUOR Dealers Cover Their Markets with Folders Selling LOOK-Advertised Brands</p> <p>Right now, 5,000 dealers have a new brochure promoting only LOOK-advertised brands. They'll mail hundreds of thousands to their customers.</p>
	<p>MENSWEAR Retailers Set for Sales Hike with LOOK's Father's Day Promotion</p> <p>Menswear manufacturers who advertise in LOOK and tie in with this promotion will get more display space, more retail ad lineage—and more sales! Ask for details.</p>

LOOK

moves merchandise...FAST

what happens
after
your ad



N.E.D.
TELLS YOU IN
THIS NEW
COMPREHENSIVE
STUDY...

is read ?

How do you measure the effectiveness of your advertising? Readership Studies? Tests? Research? They're all fine as far as they go, but isn't this the question you really want answered—what kind of **SALES ACTION** does your advertising create? That's the acid test of the worth of your advertising dollars.

Just off the press is a timely and impressive report of advertising effectiveness you'll want to see... proven records of the immediate *sales action* N.E.D. stimulates in 42,500 plants across the nation.

It's the most comprehensive report of its kind ever published. Four years' penetrating study of N.E.D.'s sales-stimulating performance is factually presented on a city, county and nation-wide basis in terms of actual sales results.

This new brochure verifies the value of N.E.D. to advertisers on the only basis that counts—**SALES ACTION**. Put this information at your fingertips for present and future planning sessions. Write or phone now for a copy of "Pattern for Sales Action".

over 70,000 COPIES
(Total Distribution)
210,000 READERS
in over 42,500 PLANTS

A PENTON PUBLICATION



1213 West Third Street,
Cleveland 13, Ohio



The Pipelines Need Filling

In 1954 the unit volume of retail sales, corrected for minor price changes, just about matched that of a year ago. But physical volume of consumer goods output dropped more than 5%.

For the past five quarters, output of consumer goods lagged from 4% to 8% behind retail sales, as shown by the following table prepared by the editors of Prentice-Hall's "Report on Business":

Year or Quarter	Output of Consumer Goods	Retail Sales
4th Q 1953	110	114
1st Q 1954	109	113
2nd Q 1954	112	116
3rd Q 1954	108	116
4th Q 1954	112	119
Year 1954	110	116
1st Q 1955	120	120
(1947-1949 average=100)		

The indexes measure *physical volume* of both production and retail sales, adjusted for seasonal variations, with the first quarter of 1955 estimated.

With the stores of the country for 15 months in a row selling more tonnage than was produced, it is obvious that they must soon start to lose business unless they replenish stocks.

In the industrial goods field, purchasing agents are making commitments further ahead. A current survey taken among buying executives of more than 200 companies across the nation shows that 76% were operating on a "hand-to-mouth" up-to-60-day range. The significant factor is that this represents a drop in one month from 95% who then saw no necessity for arranging an advance coverage of their requirements.

These same purchasing agents were asked about the production rate of their own companies. Very significant is the fact that only 8% reported smaller production in January this year than in 1954.

Fifty-five percent reported an increase in new orders—the largest percentage to do so since September 1950.

The climate is right for selling.

SIX GOOD ADVERTISING IDEAS

1. Develop market by market.

One of the spectacular successes in the liquor field has been Chivas Regal Scotch. Subscriber Phil Kelly, vice-president sales, explained the quick success of the brand to an AMA merchandising clinic in these words: "There was no initial attempt made to cover the country nationally. We opened a new territory only when we could put in enough merchandise to warrant the support of strong promotion and advertising, and in the space of 17 months completed our national distribution."

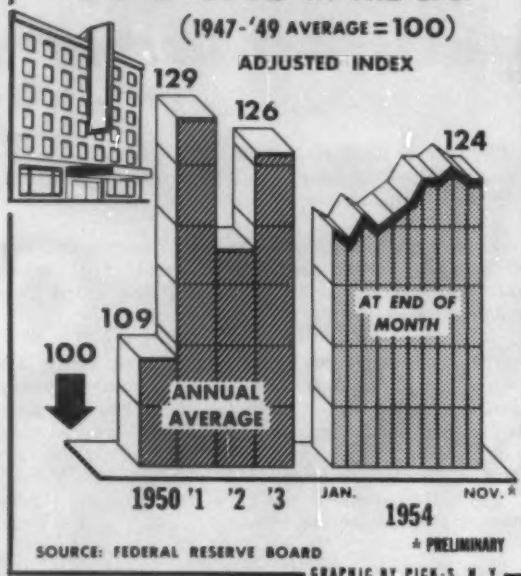
2. Play up local angles.

David Kittredge, advertising manager of Paper-Mate Eastern, Inc., told members of the Sales Executives Club of New York on March 1: "We went into one area after another and secured the endorsements of bankers. They confirmed our claims that Paper-Mate signatures couldn't be 'transferred, wouldn't smudge.'" Then in each big market we used large newspaper space to play up these local banker endorsements. The buying public has more interest in what their friends and neighbors say—and greater faith than in any statements made by strangers or outsiders."

3. December-January advertising pays.

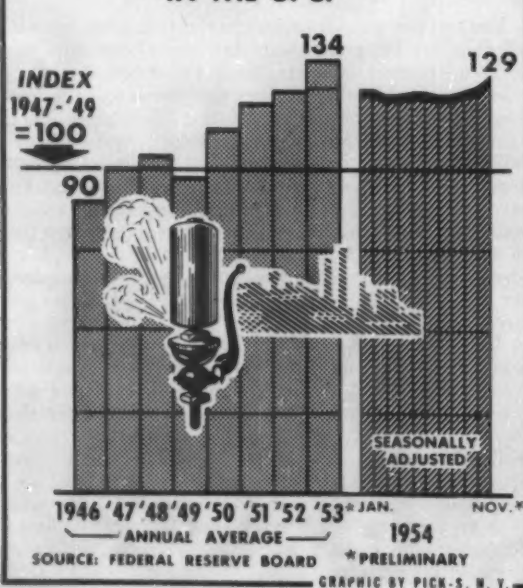
You can put this idea ahead to the time when year-end schedules are being discussed. Are people, especially businessmen, poorer prospects from December 1 through February 15? Many advertisers must think so, or publications wouldn't be so slender during those months. . . . SALES MANAGEMENT had an experience during the holiday season which seems to prove that businessmen are not so engrossed with personal affairs and vacations that they have no time for reading. It was planned to ask a representative cross-section of readers to go through every page of the December 15 issue and report on editorial and advertising items which they had "read with interest," but through a combination of errors the mailing was delayed and the magazine's officers had to decide whether to forget the whole idea or take a chance that readers would cooperate during the week between Christmas and New Year's. They elected to take a chance—and were amazed by the results. The response was greater than for any one of 11 previous tests—and was 21% greater than the average for tests during the fall months. Furthermore, highest "read with interest" scores for both editorial and advertising items were registered. . . . It seems to mean that people will react—and react favorably—in December and January, but only, of course, if they are given an opportunity.

DEPARTMENT STORE STOCKS IN THE U.S.



It's true of both consumer and industrial goods that inventories are down. Goods have been going out faster than stocks have been replenished. See comment on page 33 under "Pipelines."

INDUSTRIAL PRODUCTION IN THE U.S.



4. Long-range vs. year-to-year.

As we pointed out before, a primary reason why a slight recession in 1954 did not turn into a real depression may have been that national advertisers increased, rather than decreased, their expenditures. This was in striking contrast to what happened in other periods of business decline. . . . It will be interesting to see what happens this year and next in the farm field. The farmer is thoroughly solvent and reasonably prosperous, but his gross and net farm income are down from the high point of 1950-51. The makers of equipment for use on the farm have had tough sledding, and you might have expected them to cut down on their advertising expenditures, despite their knowledge of the fact that over the long pull farmers would be better customers as they increased mechanization. Figures just compiled by Farm Publication Reports, Inc., show that in 1954 the equipment makers actually spent more than in 1953 by a slight margin—\$5.832 million in 1954 vs. \$5.816 in 1953. In the 40 farm publications that were measured, advertisers of all types spent \$50.317 million last year as against \$50.871 in 1953. We believe that the faith shown by these advertisers will be justified by future results.

5. The cheese, not the holes.

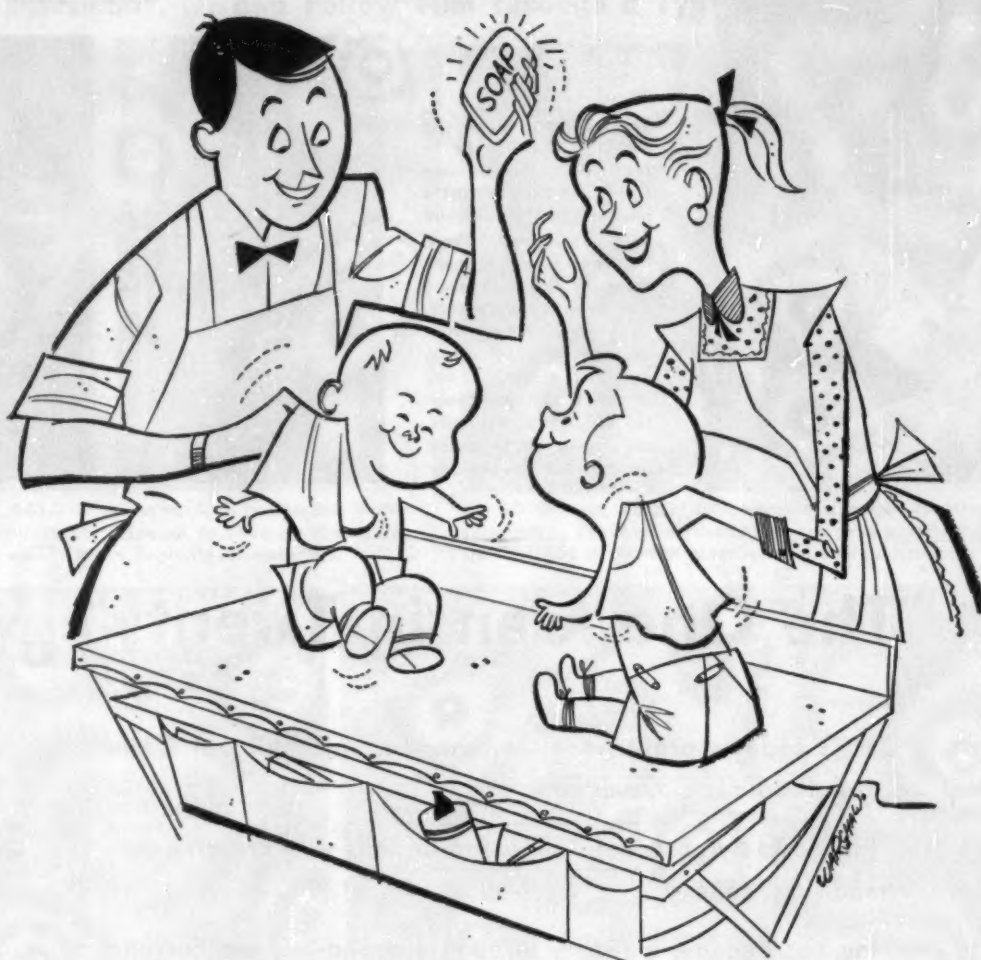
A recent issue of Sweet's Marketing Memo makes a lot of sense when it argues that the very best answer to the question, "How to measure waste circulation in buying advertising space," is not to *measure* it at all. In the extreme, a man who refuses to buy space in a business paper *solely* on the basis of the large number of readers he considers "waste" is like a man who won't take his family to the beach on a beautiful Sunday afternoon because he frets about the hours he will miss after the sun goes down. . . . Publications should be measured positively—what is to be *gained*, rather than what is to be lost. . . . Analyze your buying influences together with your means of reaching them (salesmen, direct mail, advertising, conventions and trade shows, etc.), decide on relative strengths and weaknesses— and then buy what you need to plug up the holes. When you are studying a circulation statement, ignore the so-called "waste"—but add up what the publication offers among the groups you do want, and then start your value vs. cost analysis from there. Compare what you *are* getting, rather than what you are not. As Sweet's puts it, "You don't pay for the coverage you don't want; someone else who wants it does. Look for, fight for, and buy, the best possible coverage of the *buying factors you know you want.*"

6. Advertise to your customers.

The Grey Advertising Agency points out that in almost all merchandise fields it is the customer, the actual owner or user of the product, who reads or listens with greatest attentiveness and in largest numbers to a prospect advertising. It is true in major and traffic appliances, in food, in furniture and rugs. . . . Yet at least 90% of all advertising is conceived with the non-user in mind. But advertising's most vital function in many lines may be to induce the *user* to consume the item more rapidly, to buy it more often, more regularly, to buy more of a total "line" of the advertiser. Advertising isn't alone in making that mistake—it applies to other forms of selling. Most of us who are salesmen, or who direct salesmen, give a disproportionate amount of our time to the prospect, as compared to the customer already on the books.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



Hand soap business is neck and neck... in Iowa!

THE DES MOINES REGISTER AND TRIBUNE

An "A" schedule newspaper in an "A-1" market!

Gardner Cowles, President

REPRESENTED BY

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

And every famous brand gets its share* among the 1,310,000 loyal readers of The Des Moines Sunday Register. What about your brand? Looking for bigger sales in this state-wide, big-family, big-income market? Surest way to tell your story to Iowans—in cities and suburbs, in rural towns or on farms—is through the pages of the Sunday Register...the one medium that gives you from 50% to 100% saturation in 81 of Iowa's 99 counties, 40% to 49% in ten more, and better than 21% in the remaining eight. Tell and sell the whole state of Iowa, in The Des Moines Sunday Register.

***YOUR SHARE!**...Balanced even—Stephen on Iowa farms—in Iowa cities? Find out how you (and your competitors) stand, in the latest "Brand Inventory in the homes of Iowa Subscribers" to The Des Moines Sunday Register. Write for your copy, on your company letterhead.



Tom Folger, 30, works as an ICP salesman in New Jersey. On the day Sales Management's photographer trailed him from sun-up to sun-down, he drove 72 miles, made stops in Essex, Passaic and Hudson Counties. Here we see Tom, half an eye on the clock, grabbing a second cup of coffee, saying a cheerful so-long to his wife, pausing in car to review his call list for the day.

Meet Tom Folger.



"The One Man in Twenty"

He's today's professional salesman as International Cellucotton Products Co. sees him.

He works by purposeful plan and he sells with creative merchandising ideas.

He has become a reality through a broad-gauged personal development philosophy that reaches far beyond the limits of conventional sales training.

Here is the story of the concept, content, operation, pay off.

"People are the most important thing. We're hiring human beings—not machines."
—L. E. Phenner, president, International Cellucotton Products Co.*

Out of this philosophy has come in the last three years a remarkable manpower development program which is described by at least one management authority as "among the most advanced in its thinking of any program of its kind sponsored by any business today."

Benefits from this program, even

*Kleenex, Kotex, Kotex belts, Fibs, Delsey, Quest, Kurb.

this early in its growth, are rich and varied.

Here, in the words of President Phenner and General Sales Manager Charles Souders, are some of the significant dividends:

1. "The morale of our organization has never been at a higher point than it is today."

2. "The program has unified per-

sonnel into an effective selling team after what amounted to a major management reorganization in 1952."

3. "We are being enriched with a heavy flow of usable creative selling and management ideas, not only from the people in the sales department, but from people in all other departments as well."

4. "We have much evidence that the program is building mutually helpful relations with our wholesalers and retailers. After abandoning Fair Trade contracts on Kleenex and Delsey as we did in 1952, we had to sell the wisdom of that policy. We have made much progress in doing so."

BY A. R. HAHN
Executive Editor

ICP Salesman . . . and Follow Him through a Typical Day



FIRST CALL is at Acme Quality Market, North Arlington. Folger leads off by showing Kleenex & Delsey ad and tie-in promotional materials.



IN SO DOING, Folger demonstrates a major function of ICP salesmen . . . that of merchandising company advertising, seeking timely tie-up at point of purchase. Now he's writing up his order.



COOL REACTION is met on call at Egert's Market, Lyndhurst, where Tom seeks to overcome the resistance.



AT CERTIFIED FOOD MARKET, unit of a local chain, object was to get all stores in group stocked, to arrange tie-up displays, then to get retail ad in behalf of all stores. Manager listened attentively to Folger's explanation.



NEWEST DISPLAY is exhibited to prospect. Idea for all-stores promotion is accepted, but Tom will call again.



AT KARL'S MARKET, Lyndhurst, Tom unloads material for display.



NO ICP SALESMAN is ever empty-handed. Tom shows one of his displays at Landau Market, Clifton. He gets fill-in order for Delsey.

Photographs By Guy Gillette

More pictures on pages 38 and 39—→

5. "Our rate of turnover on the sales force has dropped from a high of 25% in 1948 to what, for 1955, we estimate will be around 5%."

6. "The program solved a two-fold training problem: that of training a large number of new young men, and that of retraining the older salesmen who had been demoralized by working for ten years in a restricted allocation market." (Paper products were among the last of all products to come into free supply after the war.)

7. "Sales volume has increased from about \$121 million in 1951 to more than \$145 million in 1954, and productivity per man on the sales force has increased substantially. Our sales costs are headed down."

8. "On most of our products our market share is increasing—in at least one case, Delsey toilet tissue, by a sizable percentage."

9. "We now have a very few disturbing personal problems among our salesmen, and those we do encounter are much less serious than they were two years ago."

10. "We have manpower insurance for the future: We now have a perpetual pool from which we can fill, with qualified manpower, any job that opens up as we move ahead with our expansion program."

Cellucotton management men never speak of the manpower development program as "sales training." Yet it is a sales training program. It is also a public relations and a trade relations program. It is long-range in its nature and intensely human in its approach. Some of the philosophy behind it—and much of the practice—run counter to traditional thinking in the sales management field. If there are those who choose to label it "paternalistic," ICP's top management men are quick to point out that they do not so regard it—in fact, ICP salesmen are partners in policy-making. Management men point out that it makes for "happy family" corporate living, it's a pleasant way to work and, equally important, it is reflected favorably on the annual balance sheet. In short, it pays.

One firm foundation pillar upon which the program rests is conviction that an organization can and should expand from within. Every man who joins ICP Sales Division comes in as a retail salesman. He is given every opportunity to develop as fast as his talents and energies will allow. Because the company has been expanding rapidly to ex-

A Typical Day



CURBSIDE CALL: Paper jobber M. Saraisky, Rutherford, is stopped in street. Folger asks his opinion of proposed belt display unit, asks if Saraisky thinks his salesmen could place it. Rushed prospect says, "Come back tomorrow."



OFF WITH THE COAT. At Valley Fair Super Market, Paramus, Folger plunges into job of display-building for a brand comparison sale on which market has agreed to cooperate. Kleenex 300's dragged from warehouse, stamped with prices.



ploit the potential of a much-expanded market, there are ample opportunities for promotion.

ICP management is firm, too, in its approach to the selection of new men. It is governed by the "career idea" . . . that any man who comes

(Continued on page 74)

In the sections of this report which follow are summarized: the management philosophy behind the manpower development program; the salesmen's compensation plan, the functions and working methods of the salesmen in the field, the Personal Progress Program, and the results of training to teach creative selling.



BEFORE EACH CALL, Tom pauses to select the exhibits which match the pre-planned purpose of the call.

SALES MANAGEMENT

with an ICP Salesman . . . continued



RECEPTION GIRL at Mack Drug Co., Hackensack, announces Folger's arrival to Kenneth Mack. Here one objective is to sell idea of more island displays in Mack



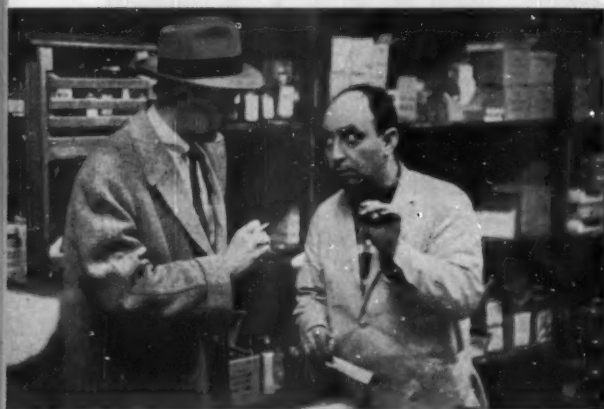
stores. Tom reminds Mack that there are only two more days left to place orders for current Kleenex Pocket Pack promotion. Biggest order of day resulted . . . 100 cases.



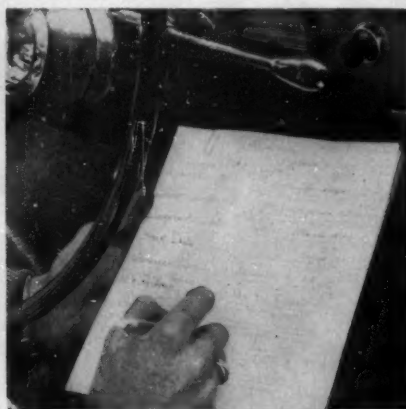
IN PRIZED TRAFFIC SPOT, Tom sets to work to make the most of his good location. ICP men are all-around merchandisers. They do everything from produce inte-



grated promotional plans to writing ad copy, building floor and window displays, helping with special sales. A success in one market is adapted to still other markets.



IT'S NOW LATE AFTERNOON. At Martin Drug Co., Paterson, Tom again concentrates on Pocket Pack promotion, checks stock, writes up order.



PAPER WORK: Folger makes notes for his call report, writes reminders for followup. **DAY'S WORK DONE**, he arrives home, gets a rowdy greeting from "Vaughn," his Great Dane.



Saga of a High School Tycoon

When Richard Deems was in high school he was making \$100 a week: Things are better than ever now—he's been given charge of Hearst Magazines, the first executive v-p in the division's history to be made its executive head. . . . Tall, dark, handsome Dick Deems was marked for success as a teen-ager. A born-and-raised New Yorker, he grew up on Staten Island, where his dad managed a branch of the B & O Railroad. Young Dick looked over the New York newspaper coverage of S.I., found it almost non-existent, began representing major N.Y. papers while he was still in knickers. His first full-time newspaper job was as the "first and last male reporter" for the *Scarsdale Inquirer*, owned by the local Woman's Club! Later he carved a key spot on *Esquire's* advertising staff by selling the Bermuda Trade Development Board on advertising in *Esqy* to attract young men who'd attract young ladies! He joined Hearst in 1939 on the advertising staff of *Harper's Bazaar*. For the past three years Deems has been v-p in charge of advertising for the Hearst Magazines. He lives in Greenwich, Conn., maintains that his hobby is work.



GUY GILLETTE



He Sells the Pen to Go With the Ink in His Veins

George C. Holt was selling pens before ball points so much as crossed the mind of their inventor: Pen styles and fancies may come and go—George, who's been promoted to v-p in charge of sales for Waterman Pen Co., Inc., Seymour, Conn., is a firm believer that any product well designed and priced can be sold. Waterman has been so pleased with his work that his new title was created to replace his old one—general sales manager. He'd held that post for exactly a year. Before he came to Waterman to take on the job, he was selling a rival pen. He was Sheaffer Pen Company's v-p in charge of sales. Now he's responsible for the sale of all the Waterman products—ink, fountain pens, ball pens, mechanical pencils, desk sets. And George Holt doesn't care how you say it—so long as you use a Waterman product to get it on paper.

Movies Must Be Better than Ever: People Are Going to Them

An old movie hand named George Weltner (right) has recently been given a suitable reward for his years with and contributions to Paramount Pictures Corp. The big company, that sees a resurgence of movies as an entertainment form, has promoted him to be head of a single, world-wide Paramount sales and distribution organization covering both the domestic and foreign fields. Paramount believes the entire world must be treated as a single sales entity: With movies on the threshold of a new and prosperous era it will be Weltner's job to persuade people to turn off their TV and radio sets, lay down their newspapers and "see a good picture." He began with Paramount in the company's Long Island Laboratories where he learned processing operations. Later he moved to the Traffic Department, studied domestic and foreign film transportation. In 1924 he got his first overseas assignment and a decade later he was assistant to the head of Paramount International Corp. Ten years after that he became v-p of Paramount International Films, Inc. Until recently he's been its president. Congratulating him is the indefatigable Barney Balaban, Paramount's president.





DESIGNED
TO SERVE

AMERICAN
INDUSTRY

SERVICES
TO MEMBERS

SALES PROMOTION
EXECUTIVES

INFORMATION

UNDERSTANDING
AND COOPERATION

MEETINGS

RESEARCH

PERSONNEL

PUBLICITY

LIBRARY

ROSTER

SPEAKERS



"The sales promotion manager has five basic functions: analysis . . . creation . . . production . . . distribution . . . implementation."—William R. Kelly, Sinclair Refining Co., president of SPEA.

"Give the Salesmen Promotion To Get Excited About"

Seminar of the Sales Promotion Executives Association points up the need for "fewer and better promotions;" stronger preselling to insure better follow-through: "The best sales promoters become the best salesmen."

To get salesmen excited about sales promotional material "... give them a piece that they think is good, that they feel the dealer thinks is good. Give them something with utility, originality. It should have color—perhaps movement, perhaps seasonableness, and other factors. It must be a piece that will sell . . . If you want salesmen to get excited . . . give them something to get excited about."

This summing-up by John D. Stacy, sales promotion manager, Peerless Electric Co., New York, struck a responsive chord among the 90 participants in the first seminar of Sales Promotion Executives Association, held at Hotel Shelton, New

York City, on February 24.

Among other ways to stir up excitement these executives stressed promotions based on ideas from the field sales firing line, promotions pretested before being shown, fewer and better promotions, and "getting the salesmen into the act" in demonstrating promotions before trade groups.

Sales promotion, it was agreed, is an integral and vital part of the salesman's job. "The best sales promoters," said one sales promotion manager, "turn out to be the best salesmen."

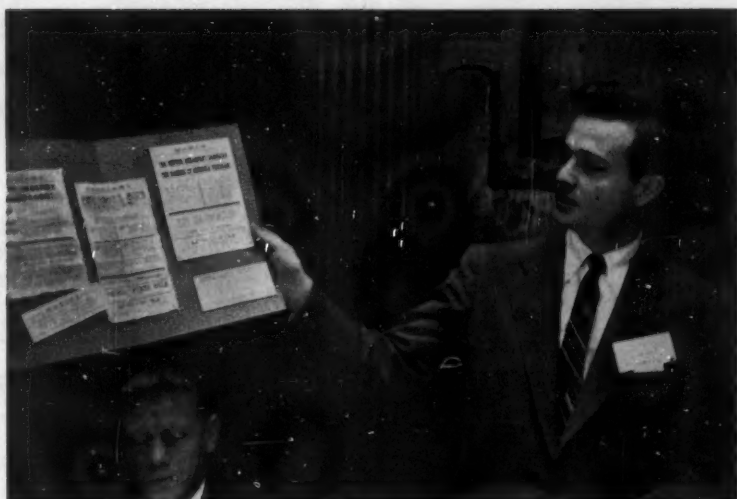
Last June 28 a score of sales promotion executives first met, on SM's invitation, to outline tentative plans

for a nationwide Sales Promotion Executives Association. The current seminar revealed SPEA as a thriving reality. Some 400 individual members have joined. The seminar itself attracted 89 registrants from the East and Middle West.

Industries represented there included airlines and truck transportation, boilers, business equipment, candy, carpets, chemicals and pharmaceuticals, drugs and toiletries, electric appliances and equipment, various types of foods, financial and insurance, grinding materials, hardware, liquor, machinery and metals, pulleys, pumps, paper products (from bags and cups to wallpaper), oil and gaso-



"Salesmen pull the promotion wagon . . ."—Howard M. Turner, James Lees & Sons Co.



"Make them feel they are part of the promotion."—Paul Dunn, Standard Brands.

line, scales, smoking accessories, textiles, tubing, toys, TV sets and watches. Some others were magazines, business papers and advertising agencies.

Philip Salisbury, editor of SM, presided.

William R. Kelly, sales promotion manager, Sinclair Refining Co., and president of SPEA, spoke briefly about the scope of the services as planned by the association's board of directors for industry and the sales promotion executives' job.

For members SPEA will offer information, national and regional meetings, research, personnel, publicity, a film library, roster, and speakers' bureau.

The association will work to develop "understanding and cooperation" with other factors in corporations, including top management, and with suppliers and advertising agencies. It intends to establish a code of "standards and practices."

The board, Bill Kelly explained, seeks to "build a concept of sales promotion around five basic functions:"

1. **Analysis.** Both before he considers materials or a program and "after he gets the tools out in the field," the spm must "analyze the needs of his salesmen, distributors and dealers."

2. **Creation.** Even when creative ideas are provided by others, the spm has an important job of judging them.

3. **"Production** means good lithography, good printing, incentive ma-



Presiding as moderator at the SPEA meeting, Philip Salisbury, editor of SALES MANAGEMENT.



"Most important man is the salesman."—R. E. Davis, Imperial Paper & Color Corp.

terial, movies, slide films and so on."

4. **Distribution** of materials must be organized to "get to the right places at exactly the right time."

5. **Implementation.** The spm not only must sell both management and the field force on a program or a device, but must follow through to make it work effectively. He must maintain "interest and activity." His ability to get people to make full use of the tools of advertising and sales promotion is his most important attribute and "the greatest asset sales manager can have" . . .

Enclosed with the invitation to the seminar was a list of eight suggested topics for discussion. Recipients noted those of most interest to them. No. 1 in preference was:

"How can we presell our salesmen on promotional material—get them excited about it?"

By nearly two to one this led the second choice—which dealt with "experience on the use of films—slides or movies—to sell promotion plans and materials."

Tied for third were experience on "advance mail promotion on new advertising and merchandising materials" and "How can dealer and jobber meetings be made more effective in explaining and arousing interest in promotion plans?"

Discussion centered mainly on "exciting" the salesmen.

Lloyd B. Dunning, supervisor, editorial services, General Electric Co., kicked it off: "You have to introduce and demonstrate the sales promotion



"This year we put in a coupon deal . . ."—William E. Becker, Ronson Corp.



"You have to introduce and demonstrate the sales promotion package with adequate props."—Loyd B. Dunning, General Electric Co.



"Give them something with utility, originality."—John D. Stacy, Peerless Electric Co.

package" with adequate props. This should be done step by step, clearly and simply—with enthusiasm.

Other participants praised G-E's skill at putting a "gimmick" into its showmanship. Alexander L. Haft, sales director, Haft & Sons, mentioned a self-merchandise package of G-E clocks that becomes a display. "These fellows," he said "put on a great show. They are well trained, fired with enthusiasm, and they know their stuff cold. . . . They have rehearsed everything." This show, you might say, goes like clockwork.

Donald B. Smith, who has just moved from Lewyt to Crosley-Bendix, cited G-E's clock display as an idea that "a salesman out in the field can get hold of and really run it."

Among Lewyt's own "gimmicks" was a display for a vacuum cleaner: A stream of air was intended to "hold a balloon about four feet off the ground." Even though at some meetings the balloon refused to stay up, Smith said, "the idea caught on." Of some 5,000 dealers who bought the display, at about \$5 each, only 500 used the balloon anyway. The important thing was that, because of the idea behind the gimmick, the displays were bought and used.

Even harder than exciting the company's own salesmen, several participants agreed, is to arouse and maintain enthusiasm through distributor salesmen to dealers.

Distributor Must Do Leg-Work

In G-E's setup, Dunning explained, the distributor man "must do the leg-work and . . . get the dealer to use the idea." In addition to bringing district managers to headquarters, for major promotions, teams of G-E people hold meetings for their own and distributor salesmen.

Several executives reported on pre-selling by mail. Success here, however, may be impeded by the fact that distributor and even own-company salesmen are deluged by promotions.

Paul Dunn, assistant spm, Standard Brands, pointed out that this company's salesmen were getting such a "steady stream of material" that they had become merely promotion "delivery boys." One solution was to send the men a calendar listing "major projects" and embracing "all the elements they could expect." It permits "three months' notice on promotions. . . . They feel part of the thing now."

Standard Brands also aroused salesmen's enthusiasm by deciding to hold fewer but "bigger and better promotions."

At James Lees & Sons Co., carpets, that sells direct, explained Howard M. Turner, sales promotion manager, "we look on our salesmen as a team of horses who are pulling a wagon called promotion." Also, by working closely with division managers and field salesmen, "we not only get ideas from them but make them feel that they are playing a larger role."

In 1954 Lees used only "one major merchandising and promotion effort. This went right on through the year and is still going." It is supplemented by seasonal efforts.

Others who emphasized the "durability of worth-while promotions were Peter Sarfaty, sales promotion manager, Cannon Mills, Inc., and William E. Becker, sales promotion manager, Ronson Corp.

Merchandise Will Follow Idea

"We have proved to the salesmen," Sarfaty said, "that if they sell an idea, merchandise will follow along." If the idea is "solid," there is no problem of getting material used.

For some years Cannon has sought to sell more towels during seasons between the "normal" January and August peaks. Retailers want to level out the annual line, too. Both the company salesmen and the retailers welcome material for it.

Becker described a five-year-old showcase promotion which is going stronger than ever. Annually, Ronson sells dealers 5,000 of these displays—without merchandise. "This year we put in a coupon deal. The case costs \$150. But the dealers pay only \$75, or less, because they get a reduction of 50 cents on each item bought."

John Stacy of Peerless Electric emphasized the need of training the salesman in sales promotion work and of proving to him that "putting sales promotional material to work in the store is a vital part of his job." This must become part of his "way of life." In many industries "it is much more important that he do a good sales promotion job at the point-of-purchase than it is for him to take an order: If people are aware of the product and ask for it, the dealer will have to buy the product."

Salesmen should appreciate "the varied scope of sales promotion," and should make the most of "certain points" within the store—the "hot spot" behind the counter . . . the floor, the window. All this takes continuous training and working with the men in the field, and then going back to see how well they learned their lessons.

The lessons should also be exciting.

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

Why do so many Sales Managers wear blinders

when it comes to the one market factor

that counts most in selling their products?



The Sales Manager is a walking encyclopedia of market statistics.

He knows who his customers are, who his prospects are, where they are, and approximately how many.

He knows how many units of product he's sold, how many competition has sold, and what the potential is.

What he is most likely NOT to know is what customers and prospects think (right or wrong) of his product, his company, his salesmen, his service, his competition - and, particularly, WHY they think it.

Yet he can have no clear, workable understanding of why sales that seemed certain were lost; of what's making life tough for his salesmen and costly for his company, without sure knowledge of what customers and prospects think - knowledge that reliably weighs what's most important to them about his product, what's less important, what's unimportant.

And without such knowledge, advertising is an expensive chip in a costly game of chance.

The Sales Manager who relies for such information on his personal knowledge of customers and prospects, and on the reports of his salesmen, may be fooling himself. He and his salesmen may be too close to the job of selling



- to get a clear, balanced picture of customers' and prospects' problems and needs, their prejudices and confusions;
- to get the real reasons behind turn-downs;
- to analyze objectively the steps that lead to sales.

First-hand information of what people believe about your product - what they believe that's right; what they believe that's wrong; what they don't know at all, and should; will provide the authority your selling and your advertising needs in order to sell by helping people buy.

Sincerely yours,

The Schuyler Hopper Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the reduction of guess work in advertising and selling."

MARCH 15, 1955

1st in Memphis because...

1. 1088-foot tower

1335 feet above sea level, WMCT's "topper" tower assures the highest grade signal service delivered from Memphis, Tennessee

2. preferred "low band" Channel 5

WMCT, on preferred low band Channel 5, serves a larger area with a clearer picture than any other Memphis television station.

3. program preference 2 to 1

According to the ARB Report of October, 1954, between 6 P.M. and 10:30 P.M., of the total of 126 quarter-hours, WMCT had 87 top-rated periods.

ask your regional distributor or district sales manager in Memphis . . .

... what television station *he* recommends to cover most effectively the more than 335,000 TV homes in the five-state area that makes up the Memphis market. We know (from experience) the answer will be WMCT

WMCT
WMC • WMCF • WMCT
MEMPHIS
CHANNEL 5
Memphis' First T. V. Station
NOW 100,000 WATTS

NATIONAL REPRESENTATIVES
THE BRANHAM CO.
Owned and operated by
THE COMMERCIAL APPEAL
AFFILIATED WITH NBC • ALSO AFFILIATED WITH ABC AND DUMONT



"An idea that a salesman can get hold of . . ."—Donald B. Smith, Crosley-Bendix.

John J. Collins, sales promotion director, The Kleppner Co., New York agency, told how Schenley sparked enthusiasm on the 80th birthday of I. W. Harper bonded bourbon: "We had the salesmen singing 'Happy Birthday'—and gave them Coca-Cola!" Inside his individual birthday cake each man found a wallet full of stage money, which was his real-money sales quota.

Some companies learn about "enthusiasm" at second hand.

Robert Vendeland, promotion manager, Jerrold Electronics Corp., recalled that his office once adjoined "an Electrolux operation." Those salesmen "would play records and sing songs. You could hear all sorts of enthusiasm coming out of that room . . . Then those guys would go out and sell vacuum cleaners."

This caused some debate as to what extent music, at 7:30 a.m., can stir a man to sales pitch. One executive, who had sold Hoover cleaners from door to door during the depression, was cynical. Even with the help of "parodies on 'The Battle Hymn of the Republic'" and "get in and fight" pep talks, he said that "you never got any sales, but you sure got a lot of rugs to clean."

However, a vacuum cleaner man in the SPEA group showed that "Electrolux salesmen only have to sell one or two cleaners a day to make a very good living." Some earn "\$20,000 to \$30,000." For "that kind of profit," a man easily becomes "enthused."

R. E. Davis, advertising manager, Imperial Paper & Color Corp., wall-

SALES MANAGEMENT

paper, reported little difficulty in "getting enthusiasm out of our salesmen or our distributor salesmen."

Imperial recognizes that "the most important man in our organization is the salesman." The annual sales meeting covers: (1) merchandising the merchandise and (2) merchandising the advertising. "Our salesmen, who work on commission, are interested in anything that will help them. The best way we can help them is by working with the distributors."

At distributor sales meetings Imperial presents "our products with ideas on how they can make money." Often "we join in promotions with non-competitive products, because the more exposure we can have in avenues beyond our own points of distribution, the more people become aware of wallpaper."

Imperial takes part in model home exhibits. The retailers tie in with these themes. The company salesmen see to it that display material does not lie idle in a back room... "Probably all of us will agree," Davis said, "that the storekeeper is probably the laziest guy alive... More and more work is falling on the shoulders of the manufacturer or the distributor."

"Our sales meetings tie up with a tremendous direct mail program to our salesmen. They know what is going to happen six months hence. Three months in advance of release, the same program is then merchandised to all distributors and dealers. This is immediately followed up by the salesman. He has the idea for a given locality in his vest pocket. When he walks into a store he knows what he is talking about..."

The End

Scott Paper Establishes Business Scholarship

An "outstanding member" of the sophomore class at Colby College, Waterville, Me., planning to embark on a business career, will be awarded a \$1,000 scholarship recently established there by Scott Paper Co. The award, to go into effect next fall, honors Michael Lester Madden, former president and chairman of the board of the Hollingsworth & Whitney Pulp & Paper Co., Waterville, now a division of Scott.

Scholarship winner will be chosen by students and faculty and will receive the award for his junior and senior years.

Overwhelmingly PREFERRED!

**THE CHRONICLE
LEADS BOTH OTHER
HOUSTON PAPERS...**

... IN **22** OUT OF **24** **RETAIL
CLASSIFICATIONS!**

... IN **19** OUT OF **22** **GENERAL
CLASSIFICATIONS!**

... IN **25** OUT OF **27** **CLASSIFIED
CLASSIFICATIONS!**

**OVER 1,000,000 LINES MORE THAN
BOTH OTHER PAPERS COMBINED!**

THE REASON...

Results!

Source: Media Records-Year 1954

THE HOUSTON CHRONICLE

THE BRANHAM COMPANY—National Representatives

42 CONSECUTIVE YEARS OF LEADERSHIP
IN ADVERTISING AND CIRCULATION

Four-Season Year Scheduled For Promotion of Men's Wear

Despite declining sales in men's clothing industry, Joseph H. Cohen & Sons plan 20% production expansion coupled with an aggressive four-point sales promotion program.

In the face of declining sales and production throughout the men's wear industry, Joseph H. Cohen & Sons, Inc., men's clothing manufacturer, announces a 20% expansion of its production schedules on the basis of a four-point program: (1) timed distribution; (2) mass production fashion; (3) comprehensive retailer education; (4) four-season year. Cohen expects this program to increase not only its own sales but those

of the \$1¼ billion men's clothing industry.

William Mendelsohn, vice-president in charge of merchandising for the 35-year-old company, says the new program involves:

1. A new timed-delivery system called "Dateline Packages." This calls for careful production scheduling so that stores throughout the U. S. will get all size, color and fabric ranges

at the start of any season, rather than the piecemeal size-by-size delivery now current. This means: (a) for the retailer, a complete stock on hand from the beginning of the key sales period, and no lost sales because "your size hasn't come in yet;" (b) for the customer, the suit he wants in his size, length and color, when he wants it; (c) for the manufacturer, the possibility of a 50-week production year, with consequent economy of operation; (d) for labor, continuous year-round employment in what has been a largely seasonal business.


2. A move away from price emphasis alone to "price plus fashion" on a broader scale. "Men are becoming more fashion conscious," says Mendelsohn. "It is up to the industry to satisfy that consciousness at all price levels. Consumer reaction to the charcoal grey suit is startling evidence of the demand for fashion, but this reaction can well turn against the industry and we may find that the all-purpose charcoal grey suit has become a Frankenstein monster because men may believe themselves well dressed in it from breakfast to midnight."

The company's new fall line, he adds, will feature a return to the two-pants suit, 1956 model—a jacket with one matching pair of trousers and one contrasting pair; velvet Chesterfield collars on sports jackets; half-belted jackets; new and more colorful fabrics, etc.

3. Aggressive merchandising and promotion, particularly at retail level. The company will help retailers with point-of-purchase and other promotional material designed to "take full advantage of the new male style-consciousness." One of the ideas the company hopes to put over, Mendelsohn says, is "package selling" of men's clothing, enabling even the smallest and least expensive store to compete on a style basis with quality fashion shops.

4. The four-season year. This requires education at the consumer and retailer level, as well as production and distribution geared to spring, summer, fall and winter, rather than the current "spring and fall" lines. "Obviously this idea will take time to develop on a broad scale," says Mendelsohn, "but it is not so far-fetched as it may seem, for even today we have the beginnings of a resort line and a summer line." The plan introduces new concepts to the industry, the firm said.

The End



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AND they all read
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is chosen by more sales executives for entertaining, conventions, sales meetings and gifts than any other American whisky, according to an impartial survey conducted by SALES MANAGEMENT magazine, and now Old Forester proudly brings you...

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Style A

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BROWN-FORMAN DISTILLERS CORPORATION • AT LOUISVILLE IN KENTUCKY

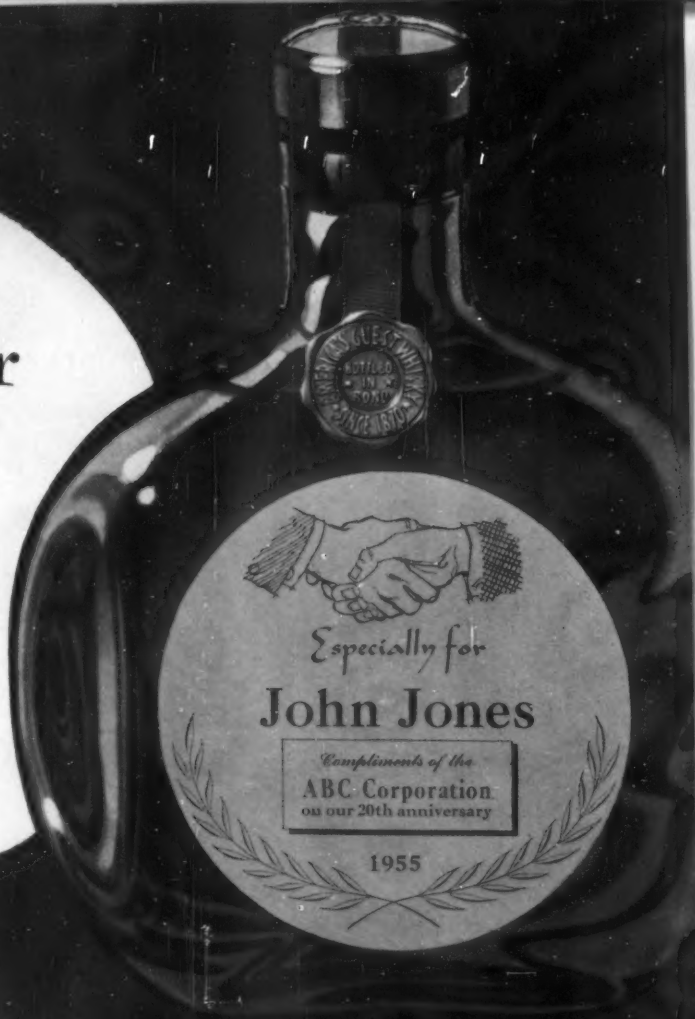
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See next page for complete details...

Personalized Old Forester

in its new "business suit" adds that personal touch that makes a convention or sales meeting something everyone will remember.

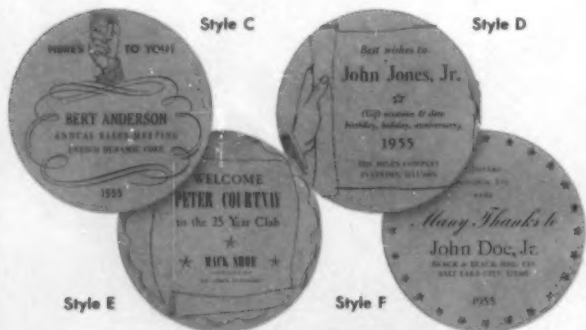
Now your company can have a special bottling of this famous bourbon with *any* wording you want printed right on the label. Names! Dates! Places! Occasions!



DOZENS OF PERFECT USES!

Sales Meetings • Conventions • Business Gifts
Incentive Drives • Sales Prizes • Banquet "Place Cards"
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HERE ARE A FEW EXAMPLES OF LABELS
YOU MIGHT USE:



World-Famous Since 1870, "There is nothing better in the market"

For over 84 years, Old Forester's rich, hearty flavor has been recognized as bourbon at its finest, bourbon that compliments the man who serves it as well as the man who drinks it. Executives, particularly, have made it their overwhelming favorite, and we've always been especially proud of that fact. That's why we created this special packaging design—in the hopes we can return the favor, and help you give your important business occasions that extra touch of excitement that's so important.

*Mail this coupon for
complete details. There's
no obligation, of course*

Why We Are Sold on Distributors

Cooper Alloy management took a cold look-see at the fundamental function of the industrial distributor. They liked what they saw. They now have a plan to help distributors sell more effectively. Result: 7% sales increase.

**An interview by Alice B. Ecke with C. L. HEINTZ,
Distribution Manager, Cooper Alloy Corporation**

Cooper Alloy Corporation, manufacturer of stainless steel castings, aircraft rings, valves and pipe fittings, Hillside, N. J., took time out in 1953 to examine its relationship with its stocking distributors to determine their importance in the company's sales future. The investigation revealed so much in their favor that company management is now fully exploiting their value with a long-range program to . . .

1. Advise them in solving inventory problems.

2. Assist them in: (a) area missionary representation, sales follow-up and introductory work, (b) sales training—group and individual, (c) providing product and marketing information, (d) pinpointing prospects—forwarding leads and inquiries.

3. Advise and assist in preparing distributor advertisements and direct mail.

4. Maintain close contact with the entire distributor network, always sensitive to problems brought about by changing economic conditions.

Only partially in effect a year, the program increased 1954 sales volume 7% over that of 1953.

Cooper Alloy is 33 years old. Sales through stocking distributors started in 1931 when the company took over the manufacture of stainless steel fittings.

"Our history over the years," says C. L. Heintz, distribution manager, "shows a gradual trend toward giving distributors more and more of the sales burden. Now, after analyzing their value to us, our policy is to sell our stainless steel valves and fittings almost exclusively through them.

Cooper Alloy's ranking in the industry is high. "In the stainless steel fittings field," says Heintz, "our company is by far the leading producer, and we estimate that we have more than half of the business.

"Stainless steel valves have been made by us since 1946. Before that we made valve bodies and components for practically all leading manufacturers of stainless steel valves. Although we are new in this field, our experience is old. With only eight years of product line selling, Cooper Alloy has moved into a position where its sales are among the top three in the industry, and at present we are not sure but what we have moved up another notch.

Major markets for Cooper Alloy products are primarily concerned with the flow of corrosive fluids or those fluids in which contamination would be harmful. The chemical processing, pharmaceutical, pulp and paper, textile, petrochemical and refinery industries are the major markets.

The philosophy back of the distributor aid program, as Heintz explains it, is this:

"The stocking distributor's position in the competitive sales picture industrials face today should be a subject of paramount importance to sales management.

"There seems to be a growing suspicion surrounding the value of the distributor as an effective sales force. Lacking confidence in his ability or willingness to do the sales job, many companies have expanded their own sales staffs to bring in the orders. Faced with the discouraging prospect of increasing competition from direct sources, the distributor becomes less enthusiastic in his attitude toward the products he has to sell and so the vicious cycle begins. This is the time to examine the whole relationship and determine the importance of the stocking distributor in solving today's sales problems.

"A look into the history of the stocking distributor explains the vicious cycle—how he came into being, the position of importance he

held at one stage of our national development and the factors which seem to contribute to his declining influence. It provides a background of changing conditions pertinent to the problem. (See box, page 50.)

"As will be noted, faster service and keener competition encouraged growth of direct sales. Industrials began to locate close to key marketing areas and the importance of the stocking distributor seemed to be waning.

"The manufacturer with decentralized facilities, unlimited capital and large sales organization may be in a position to sell from this premise. But for a young company such as Cooper Alloy is, with only one plant and stocking warehouse in Hillside, N. J., and a stocking warehouse in Berkeley, Cal., the stocking distributor is more important today than ever before. Instead of a depot for transshipment, his function for us is now that of actively servicing our accounts, and the advantages his complete stock gives us are unlimited. When examined in the light of what he can do for us, it is apparent that his most important function may have changed but he is no less important to us than before.

"When we took time out in 1953 to examine our relationship with our distributors to determine their importance in our sales future, we came up with this appraisal:

"The prestige of an old, respected distributor name . . . the goodwill established over many years of honorable business dealings on a local basis . . . the coverage provided by an experienced, alert, aggressive sales force in a restricted area . . . the broad service rendered . . . the close (sometimes personal) contact with and interest in local developments . . . loyalty to customer and supplier—these, we believe, are some of the assets the stocking distributor has to offer us.

"Cooper Alloy is one of the many companies that cannot afford to carry stocks in every major city or marketing area in the United States. It is also financially impractical for us to employ a sales staff comparable to the one provided by the aggregate of all our distributors. Therefore our distributor network provides prompt availability and area coverage at the lowest possible cost. We have found that the exploitation of these two cardinal requirements of adequate

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Executives who create bulletins, house organs, sales contests, training programs, incentive campaigns, dealer promotions, etc. will find this WORKCHEST an indispensable source of creative ideas, inspirational Carr-toons and copy.

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Ready for shipment
SEND FOR FREE SAMPLES

CARR SPEIRS CORPORATION
Dept. D CARR SPEIRS BUILDING
STAMFORD, CONNECTICUT

The Stocking Distributor . . .

. . . in the early days of American industrial development performed an indispensable service in moving goods from factory to consumer. His function, however, was more closely related to traffic than to sales. Most manufacturing centers were located in the northeastern part of the United States where power was cheap and plentiful and the labor pool was large. Industry sprang up close to seaports since much of the raw material was imported. Traveling was hazardous.

The only practical means of distributing manufactured goods was to warehouse large quantities at strategically located distributing points on the best transportation routes. From these points secondary marketing areas could be serviced. Retailers in adjacent areas drew on these stocks and large and varied inventories were necessary. Thus the distributor found his market at the wholesale level and reshipped into secondary areas.

With development of our civilization, the distribution points assumed greater importance in our economy. Transportation facilities improved. In many instances national expansion westward followed original crude routes. The prosperity and importance of cities which were key distributing points were enhanced by the growth of new towns in secondary areas made more accessible by better communication lines.

As areas developed in importance, branch plants were built or new industries sprang up closer to important markets. They not only served new markets more effectively at lower cost, they stimulated growth of better transportation. These improvements caused the tempo of business to quicken. Faster service and keener competition encouraged growth of direct sales and, as more and more plants were located close to marketing areas, it seemed that the importance of the stocking distributor as such was waning.

But, as C. L. Heintz explains in this article, for the company with only one or two plants the stocking distributor can be more important today than ever. Instead of a depot for transshipment, his function is now that of actively servicing consumer accounts. When examined in the light of what he can do for the manufacturer, it becomes apparent that his most important function has changed but that he is no less important than before.

sales distribution is a perennial problem. We know therefore that our stocking distributors are in a position to render a valuable service to us . . . if we in turn provide the means to utilize their services to the full.

"In his effort to render a complete service, the stocking distributor today carries many more items in his stock than formerly, and the frequent cry of sales management at the manufacturing level is that he has so many products, to sell that he cannot do justice to any of them.

"If justice in this case refers to a concentrated, specialized sales job, including missionary work and sales follow-up, it is true. In today's competitive market, we at Cooper Alloy believe it is wise for us to employ area sales representatives to do the introductory and missionary work, establishing the acceptance of our products and leaving the routine

solicitation and servicing of orders up to the distributor. At present we have 10 area sales representatives working out of key territories throughout the country — Hartford, Philadelphia, Buffalo, Detroit, Chicago, Indianapolis, Montezuma, Ga., Houston, Tex., Los Angeles, and San Francisco.

"They offer invaluable assistance to our distributor sales network by working with the salesmen individually and collectively. If they properly approach their tasks, they can multiply their efforts by the number of distributor salesmen making calls or answering the telephone.

"In this work it is a mistake to believe that any amount of persuasion, cajolery or pressure will arouse a salesman's entire attention to any one product if he feels that the time it takes will reduce his effectiveness in selling other products which bring in more volume. Hence it is advisable

for our area sales representatives to take care of the missionary work, customer relations, follow-up and product-demand building.

"To generate in distributor salesmen the desire and will to push our products, we believe they should have a thorough knowledge of our products and should be coached in all sales features.

"The most obvious and inexpensive answer is to hold sales meetings at regular intervals and to work with individual salesmen. We hold a meeting for all distributors once a year and local meetings at frequent intervals. When working with the individual distributor salesman one of our company area sales representatives shows him where the markets for our products are, pinpoints companies that constitute his most likely prospects and names the individuals in them who must be sold. He instructs him in the concise presentation of our products.

"In working with a group the pitfalls are many and must be avoided if sales meetings are to be effective. Often overlooked is the fact that distributor salesmen have sat through countless sales meetings conducted by manufacturers, and in many cases have developed an immunity to education through this means. This immunity results from ill-conceived presentations they have been forced to endure.

It's a Captive Audience

"Too frequently it is forgotten that the same principles of salesmanship are required to sell distributor salesmen on a product as is followed by the salesman when he sells to his prospects. We look upon the distributor sales meeting audience as a captive audience.

"In our examination of our relationship with distributors we found that distributor salesmen resent a trite presentation at a sales meeting. Many are present when they prefer to be out on the golf course or out calling on trade. Since they cannot get up and walk out if the presentation bores them, it is difficult to recapture their attention—and the time and money put into the meeting are wasted. Originality and infinite care in the preparation of the sales meeting program are vital to its success. It taxes the ingenuity of the best sales planners to determine the right approach, but it is well worth the effort when it is found.

"In a more general way, we find that the distributor can be assisted by an advertising program on our part, which not only sells our prod-



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Through"
on your
Personnel
Transfers!**

United's 450 agents and coast-to-coast network of warehouses, regional offices and "rolling stock" are linked together into a highly efficient transportation system by the most modern communications facilities. By means of teletype, United is constantly "in touch" with your moves—assuring complete control and supervision all the way.



PRE-PLANNED Moving In Sanitized Vans

ucts but builds up the distributor as an important element in the selling organization. Emphasizing the many services he can render, the advantages of doing business locally, the economy of buying dissimilar items on a single purchase order, the personal attention to business placed with the local businessman, etc., insures a greater degree of distributor cooperation."

The Cooper Alloy distributor setup: The company does not sell all its products through distributors. The Foundry Products Division, which

produces stainless steel castings, sells through manufacturer agents because the sale of these products, Heintz explains, requires detailed study and individual engineering.

At present the company's stainless steel valves and fittings are being sold through 38 distributors with 75 warehouse outlets from coast to coast. Four different types sell the line:

Stainless steel specialty houses that sell a wide variety of stainless steel products to manufacturers and processors.

Steel warehouses whose primary interest is in big tonnage such as sheet, rod, bar, tube and pipe. "Since valves and fittings are required along with most of the products they sell," says Heintz, "they provide a good outlet for our products."

Piping distributors who specialize in pipes, valves and fittings.

Industrial distributors who carry standard products required by manufacturers and processors.

The distributor policy has been put into print, providing protection and profits for authorized dealers.

"We believe," says Heintz, "that our distributors should have full knowledge of the principles and policies that guide our relations with them. In developing a sales and marketing program for our line of stainless steel fittings and valves, we have adopted a policy to obtain and utilize to the fullest extent the facilities and services offered by our distributors. Since we have spent considerable time, effort and money to build the prestige of our product line and to increase the stature of our distributors, we expect them to maintain and contribute to the high code of ethics which has become our standard."

The printed agreement covers these points:


Authorized distributor: Upon appointment, he is qualified by purchasing an initial representative stock to service the requirements of the customers in his trading area.

Stocking requirements: There is no prescribed policy as to the amount of stock the authorized distributor is to carry. He is expected to carry and maintain a comprehensive and representative stock of various sizes and items which in Cooper Alloy's judgment are necessary and adequate to service his trading area. Authorized distributors are not appointed to handle the Cooper Alloy line in addition to a comparable competitive line, but are expected to aggressively promote the acceptance and sale of the line.


Selective distribution: Appointments in a given trading area are limited to the number needed to assure adequate coverage to the market.

Non-exclusive distributorship: All appointments are on this basis. "Experience," says Heintz, "has demonstrated that an exclusive distribution franchise is not in the best interests of the distributor, the consumer or the


JORDAN MARSH
\$5 million store
1st time in Miami




SEARS
Now 2 big stores in Miami



J.C. PENNEY
2 Stores a-building
1st time in Miami



FRANKLIN SIMON
1st time in Florida



—and that's only part of the picture!

New Retail Stars over Miami!

When the biggest names in retailing invest new millions in Miami, that's the best proof possible of the rapid, sound growth of Florida's year 'round Gold Coast.

... and don't forget, The Miami Herald offers you the chance to blanket the whole billion-plus market at one low cost.

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The Miami Herald ALONE Sells the Greater Miami Market

manufacturer. While we reserve the right to appoint distributors as the need is indicated, we will, whenever practical, discuss proposed new appointments with existing authorized distributors within the affected area prior to such appointment.

Prices are developed for three categories: (1) authorized distributor as defined in the agreement; (2) non-stocking jobber—a bona fide resale establishment maintaining warehouse facilities but not an appointed authorized distributor; (3) consumer—any other purchaser. The price structure is developed to permit the authorized distributor to service non-stocking jobbers and consumers at a profit. "The price range for our standard items runs from pennies to thousands of dollars," says Heintz.

Inquiries and/or orders: Referrals are made only to authorized Cooper Alloy distributors or distributors stocking the Cooper Alloy product line and maintaining warehouse facilities in the trading area where the inquiry or order originates. Exception to this policy is made with respect to a limited number of consumer accounts which for various reasons cannot adequately be serviced by distributor organizations. This exception is necessary, Heintz explains, because of the special nature of some items not normally stocked by distributors or when consumer policy precludes the possibility of servicing other than on a direct basis. A list of consumer accounts to which this exception applies is supplied on request.

Advertising: It is Cooper Alloy's policy to use national advertising media to build product acceptance and to develop inquiries for referral to distributors. The company actively promotes the idea that buying through distributors is good business, and has available for distributor use imprinted technical and sales material. On special request the company works individually with distributors to develop integrated sales promotion.

Termination: The agreement may be terminated by either party on 30 days' written notice.

"When we appoint a distributor," says Heintz, "we always put this question before him: 'How can we assist you most?' In almost every case the answer is: 'Obtain product acceptance; teach our salesmen in layman's language all they need to know about your product; show them where their prospects are and how to sell them.'"

Cooper Alloy is fulfilling this request by promoting the widespread acceptance of its line in three ways:

1. **Advertising** in such technical magazines as *Chemical Engineering*; *Chemical Engineering Progress*; *Chemical Processing*; *Chemical Week*; *Design News*; *The Iron Age*; *Materials & Methods*; *Metal Progress*; *Heating, Piping & Air Conditioning*; *Steel and Chemical Engineering News*.

In a more general way advertising assistance to distributors is in the

form of an expanded program beamed to establish product acceptance. When individual assistance in advertising is requested the distributor's individual requirements are reviewed and a program is developed to meet his needs rather than a mass treatment on an impersonal basis. All advertisements and direct mail pieces are designed to look as if they emanate from the distributor and not from Cooper Alloy.

A substantial portion of the Cooper Alloy advertising appropriation has been given over to a series of advertisements in *Chemical Week*, which

**"In NEW
ENGLAND
... let RETAIL
SALES
be your
market guide."**



E. E. WILSON
District Sales Manager, New England,
for the Colgate-Palmolive Company

... says E. E. Wilson, New England District Sales Manager for Colgate-Palmolive Company.

"Manufacturers who look only at a market's wholesale figures on which to base advertising and sales promotional dollars are most decidedly missing top retail sales potential.

"Consider for example, the Worcester Massachusetts market: it is notable as a wholesale-grocery distribution center even with wholesale headquarters of three of its major grocery chains (Stop & Shop, First National and A&P with over 75 super markets) outside of the Worcester market. But, wholesale grocery figures

for Worcester show only a fraction of the market's actual or potential retail consumption.

"Worcester is the 33rd best grocery market in the nation with over \$168 million in food store sales. Retail sales are the proper market guide for allocation of advertising investments."

Local-Level Knowledge Is A Must For Top-Level Decision Making.

• This advertisement is published in the interests of fuller understanding of the Worcester, Massachusetts market by the Worcester Telegram, The Evening Gazette, and The Sunday Telegram. George F. Booth, Publisher. Circulation daily, 156,818, Sunday, 104,429.

is directed to the purchasing personnel of the company's customers, emphasizing the advantages of doing business with a local distributor who carries in his stock a complete line of industrial supplies and is ready to serve promptly and efficiently. The advertisements in this series are reprinted and direct-mailed to the company's list of 4,000 purchasing agents throughout the country.

2. Valve clinics. Held at user plants, they are not intended to be a sales promotional effort as such. They are conducted by the Cooper Alloy engineering staff, and salesmen are rarely in attendance. Their purpose is to exchange ideas and valuable information. Design, maintenance, corrosion problems, service and efficiency are the subjects discussed. While no sales effort is expended, the value of the clinics in establishing acceptance of the product is without question, Heintz reports.

3. Missionary work by company representatives. "Our efforts to obtain broader product acceptance is a double-barreled campaign," Heintz explains. "Advertising in technical magazines, coupled with missionary sales follow-up at both the engineering and purchasing level, is proving effective. Our regional representative must sell the product to the engineer and the service of the distributor organization to the purchasing agent. This kind of sales job is one which requires a representative of unusual talent. Not only is unusual sales ability a requisite, he must have the ability to teach salesmanship to the distributor salesmen.

"The proved effectiveness of missionary calls by our regional representatives, coordinated with comprehensive advertising coverage, is probably the most potent weapon we have to establish our product with new accounts. There is no substitute for the personal call intelligently planned for this purpose."

4. A full-scale technical publicity program which pulls in approximately 1,000 inquiries a month.

Educational activities are as practical as they can be made, says Heintz. "It is not our intention to make our distributor salesmen engineers or technicians, nor do we believe it is necessary for them to have a profound technical knowledge of either our industry or the industries of prospective accounts. We believe that a working knowledge of our line is sufficient for all practical purposes, and we recommend that difficult prob-

Clayton L. Heintz

... is one of those unusually talented men who started from scratch, with no one to pull strings or help out, and managed to fight his way to the top. He was born just before World War I in Hartford, Conn., where he subsequently attended school. He has been associated with selling since he was old enough to walk, with the exception of one brief stint during World War II when he worked as a machinist and assemblyman at United Aircraft Corp. His experience includes selling from door-to-door, through the mails, direct salesmen, representatives and distributors. For many years he was a branch manager with Dictaphone Corp., and before going to Cooper Alloy he was a branch manager for Ludlow Manufacturing & Sales Co.

lems be referred either to our regional representatives or to our engineering staff in the home office."

There are approximately 1,050 salesmen in the Cooper Alloy distributor organization, who sell the company's stainless steel fittings and valves. "One of the most challenging phases of our distributor aid program therefore," says Heintz, "is the planning of product information sales meetings which cover all sales features of our products—meetings which capture the imagination of the distributor salesmen and arouse their enthusiasm." To give the distributor salesmen a working knowledge for all practical purposes, Cooper Alloy's educational activities now include:

1. A thorough product information course during sales meetings. A major part of this course has to do with a comparison of the Cooper Alloy line and that of each of its competitors. Competitors' activities are revealed and discussed and counter measures are recommended. The design advantages of the Cooper Alloy products are dramatically demonstrated with visual selling aids. For example, a colorful flip chart is used to depict the sales features of the company's line. An enlarged valve, made of a lightweight material, is used in conjunction with the flip chart, and is assembled as each sales feature is explained. As the talk progresses, a valve is completely assembled.

2. A non-technical sales manual which will follow closely all subjects discussed during sales meetings is in the making. The distributor salesmen will be able to use it as a selling tool since it is more pictorial than wordy. On the back cover, in jig-saw puzzle form, will be a picture of the same knock-down valve which is assembled during the product information sales meetings. "If the demonstration during a sales meeting is convincing enough to arouse the enthusiasm of the distributor salesman," Heintz points out, "then using the same demonstration in his sales manual, he in turn can convince his customers."

3. Bi-weekly sales letter sent to each distributor salesmen, signed by the "Professor." It avoids shallow "pep" talks, holding to useful information about a specific product or something in the nature of a list of new construction contracts. It pinpoints the services requiring stainless steel valves and fittings and lists names of contractors awarded jobs.

Results of the program so far: "The planning stage of most of the program is past," says Heintz. "Much of it is already in effect. Some parts are still in the preparatory stage ... but results are already in evidence.

"The first nine months of 1954, when the industry generally showed a decrease in over-all sales, our sales were substantially above the comparative nine months of 1953 and increased at a rate which indicates an improvement of 7% for the year 1954. Since the program is long-term, the full effect will be recognized only on an accumulative basis. Persistent adherence to the policy of cooperative effort will, as time passes, continue to reward us, and our distributors will continue to increase volume to the profit of both Cooper Alloy and themselves.

"It has been said that the most important ingredient in the formula for success is the desire to serve unselfishly. To the manufacturer who wants to demonstrate this principle as a fundamental of his business, the stocking distributor offers the opportunity to render prompt service to his customers on the broadest possible basis.

"Industry being no more than the physical activity incident to service, it follows that the manufacturer who takes advantage of every opportunity to serve, and every avenue of service, will participate to a greater extent in this activity. The stocking distributor can be a broad avenue to better service—but it must be paved with concrete assistance and cooperation on the part of the manufacturer."

The End



WHAT DOES IT TAKE TO GET INTO FARMING?

● Among some three hundred farms in central Indiana where records were kept in cooperation with Purdue University, the average capital investment per farm in 1952 was \$86,500. These were typical corn belt farms averaging 255 acres in size and employing 1.75 workers per farm including the operator.

Stated another way, it takes a capital investment of nearly \$50,000 to create one farm job—about three times as much as it takes to create a job in industry. Good farming is big business!

They used to say "if you can't do anything else you can farm". Now they say "if you can't farm well you'd better do something else". A good many have taken this advice. The *total* number of farms has been decreasing.

But the number of above average farm families—those who are able to enjoy a very comfortable standard of living and more than the usual number of conveniences and luxuries—is large and growing steadily.

What does it take to really get *home* with farm families like these? Nothing can match FARM JOURNAL for impact, for coverage, for economy. It is America's largest, most influential farm magazine, first with farm families by hundreds of thousands—first with advertisers by millions of dollars.

"I use 9 magazines with a combined circulation of 35 million" said a famous advertiser. "What can FARM JOURNAL do for me?"

Treated as the 9th magazine on his list, Life added 154 thousand *new* farm families. As the 10th magazine, FARM JOURNAL would add a million *new* farm families!

*From a special tabulation for FARM JOURNAL
by Daniel Starch and staff.*

● Consumer product? Sell the whole growing Country-Side market with the Country-Side Unit—FARM JOURNAL and TOWN JOURNAL. Circulation now 4½ million!

FARM JOURNAL

The Magazine Farm Families Depend On

GRAHAM PATTERSON
Publisher

RICHARD J. BABCOCK
President

**Keys to
Profitable Sales:**

This \$40 rack

(Dealer pays half. Rack
features store)

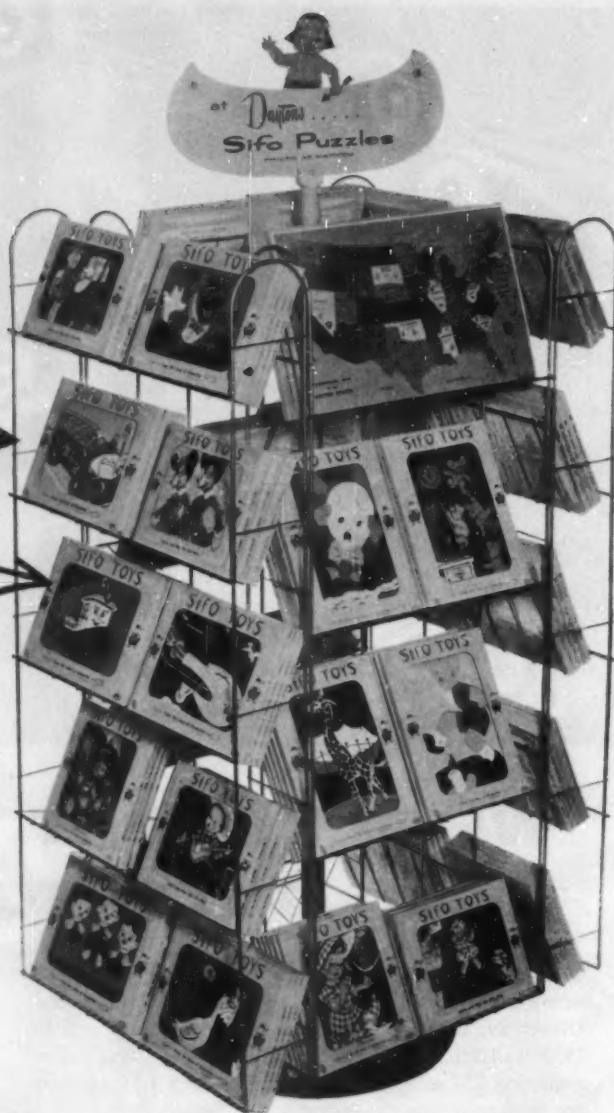
This package

(Toy is visible but
protected by cellophane)

Plus

Sifo's subtle appeal
to mamma's ego

(She Buys Age 7 Toys for 3-Year-Olds)



Low-Pressure Helps Sifo Hurdle Discounts

Sifo, producer of educational toys, cautions dealers against overbuying and makes good on delivery dates. This builds dealer confidence and a year-round market.

BY EDWARD SCHAEFFER

The Sifo Co., St. Paul, is only 10 years old but it has rocketed into a key position in the highly competitive

toy field. The company had to hustle, the first year or so, to get sales up to \$100,000. Now sales are in the mil-

lions—the company doesn't say just how many millions. Price range of the line: one- to three-dollar puzzles to \$20 for a canvas bag of 400 blocks.

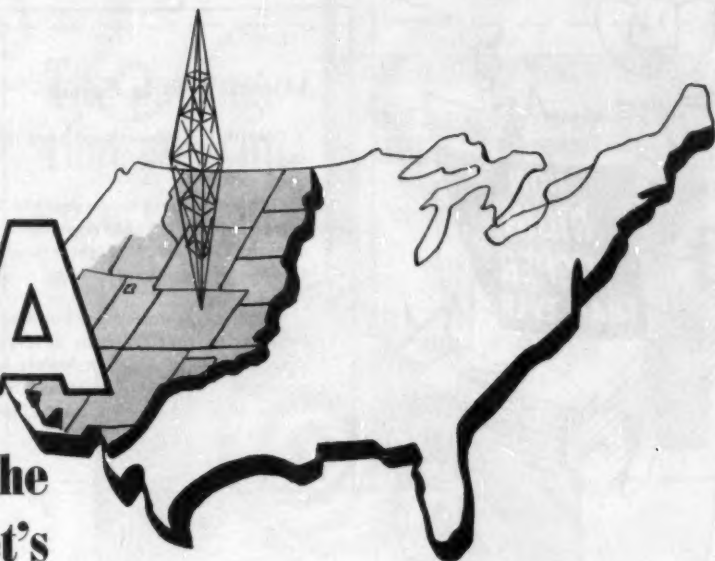
Sales in 1953 were 30% over those of the previous year. In 1954, sales of the toy industry as a whole were down an estimated 2%, but not for Sifo. When you talk sales figures with Sales Manager S. W. Sayles, he smiles a full, satisfied smile and refers you to the president.

President, Silas Ford (Sifo: Silas FOrd) beams but also comes up with

SALES MANAGEMENT

USE
KOA

to cash in on the
Western Market's



SUMMER SALES BOOM

**650 Million Tourist Dollars will be Spent
in the Mountain States this Summer!**

If your product is being sold in America's most heavily traveled vacation area (KOA will host 13 million tourists this summer) ... gain maximum sales by using the station that **COVERS THE SUMMER-ACTIVE WEST BEST!**



1. In KOA's Western Market (defined by Nielsen as 302 counties of 12 states) *total retail, department store, food and drug sales are higher during the summer season than at any time except December!*
2. For many food, drug and package items, summer is the *peak* selling season in the West!
3. Summer gasoline station sales *far exceed* those for any other period.
4. When away from hometown newspapers, radio and television, vacationers depend on the **DOMINANT SIGNAL** of clear-channel KOA which serves 3½ million Westerners, *plus* tourists.

NBC 850 kc 50,000 watts Call Petry





418,269

Subscriber Families

There's no holdin' this *fastest growin' farm magazine in the Southwest!* And no wonder—it's the farm magazine with the *personal touch*, with separate editors for Oklahoma . . . and separate editors for Texas.

In 1954, over 40% of its pages were rewritten for Oklahoma—and 40% rewritten for Texas readers. This kind of neighborly approach helps make your advertising *pay off* in the Farmer-Stockman!

Texas	234,466
Oklahoma	119,657
Kansas	25,873
Arkansas	24,372
New Mexico	4,347
Missouri	3,716
Other States	5,838

theFarmer-Stockman

Owned and Operated by
THE OKLAHOMA PUBLISHING CO.
 The Daily Oklahoman • Oklahoma City Times
 WKY • WKY-TV
 Represented by **THE KATZ AGENCY**

Mamma's Little Genius

Classifying educational toys according to age groups can be risky, says The Sifo Co.

Mamma, with a three-year-old in tow, sees a puzzle Sifo has group-tested for three-to-five-year-olds. That isn't for Mamma, because Junior is so much brighter than other three-year-olds. She buys in the five-to-seven year group.

Sifo has countered by building into its puzzles "a certain leeway, recognizing that children develop differently and that tastes of children differ." If Mamma insists on buying an age-seven puzzle for an age-three youngster, reasons Sifo, that youngster will master it eventually even if he's no future Einstein.

no specific sales figures. His reason: Other toy manufacturers, fighting a slipping market, simply wouldn't believe them.

A check on production and inventory figures, however, leads to only one conclusion: The company, in 1954, enjoyed at least as good a year, compared with 1953, as it did in 1953 compared with the previous year.

You come, then, to the key question:

You can find, in the discount houses, just about any type of children's toy. But you don't find any Sifo products there. How come?

Sifo doesn't pretend to know all the answers to the discount house problem, but believes it has kept its products out of discount houses by . . .

. . . giving the buyer personal attention.

. . . preventing him from overbuying; the company hasn't a high-pressure man on its sales force, and doesn't want one.

. . . seeing to it that a constant flow of fresh merchandise moves to the retailer, is delivered on the promised date.

. . . making sure that the retailer is more in danger of running out of educational toys than of having to worry about unloading aging stocks.

Most companies find it difficult and expensive to pay personal attention to each retail outlet. So does Sifo, but proves it pays off in sales. For example, the company's experience in the New York market:

Sifo officials, browsing around in New York, were disturbed by the overbuying of some New York outlets during certain periods of the year, notably just before Christmas. The

company wanted a year-round market and didn't want oversold stores unloading to discount houses.

What did Sifo do about the New York situation?

Opened a display room at 200 Fifth Ave. and moved in its own men to work individually with retailers.

What happened?

Sales in the New York area took a nose dive.

President Ford wasn't unduly perturbed. He had anticipated something along that line. He kept his New York men going from one retailer to another, advising buyers and heads of stock, telling them to keep a small stock of moving merchandise (too many buyers, they discovered, simply looked at last year's sales figures, then added or subtracted an arbitrary percentage regardless of sales potentialities) and counseled with them on display possibilities.

Then what happened?

New York sales began to climb, inching upward at first, then bounding as the 12-month sales programs began to take hold.

Looking over the New York experience, the St. Paul home office did some figuring country-wise. It limited the number of jobbers to proved producers who would see that merchandise was sold at recommended prices.

Sifo advises retailers not to worry about the store down the street unloading second-rate toys at prices below Sifo's. Company experience has shown that when toys have an educational angle and the quality of a well-made product, parents pay little attention to the price tag.

Then, thinking about that dust-laden merchandise in oversold stores,

SALES MANAGEMENT

Sifo began packaging its products in cardboard boxes with cellophane windows. That helped, but it still wasn't enough, because shoppers took the merchandise out of the boxes to examine it: Merchandise still got counter-worn. The solution: Wrap the puzzle or toy in cellophane, then slide it into its windowed cardboard container. Other toy producers soon followed suit.

For this merchandising and display program, Sifo saw two problems:

1. The turnover in salesclerks is so great in most stores that many a salesperson is never completely familiar with the products in a department. Further, too many of them are order-takers instead of salesmen.

2. Most products aren't adequately displayed.

Revamped Packages

Sifo revamped its packaging to (1) brighten up the containers and (2) give a complete explanation of the product. That, the company reasoned, would help the neglected customer wandering around by himself in a department, as well as the new salesperson.

Example: printing on the top of a pail . . .

. . . "Sifo's pail of Indian beads.

. . . "No. 118. Recommended for ages 18 mos. to five years.

. . . "This pail contains large wooden beads of five different shapes in six brilliant, non-toxic colors and threading cords. This handy pail converts pick-up time to playtime."

The company never fails to have the package well illustrated.

Increased sales of Indian beads convinced the company that it had two sales problems:

1. To sell the retailer.
2. To sell the consumer.

In line with its repackaging program, Sifo tried another idea—packaged blocks in a canvas bag so that the bag can be stacked, and attached to a mailing tag. The seeker of a gift for the neighbor's kid buys the bag of blocks, fills out the tag, tosses the bag into the mails and is through with it. So far as Sifo knows, it is the only such packaged toy that Uncle Sam's mailmen will accept.

The problem of getting merchandise adequately displayed led to more analysis. Sifo discovered that a lot of toys were displayed in the bottom half of cases, and that the two lowest rows of any display space are dead for moving merchandise: People either don't look there or they don't want to bend over to examine the products.

Solution to that problem: produc-

The package that pops up everywhere



Another case history of successful "packaging by National"

Since the introduction of this new display, sales of Steero Bouillon Cubes have soared. American Kitchen Products Company, manufacturer of Steero, reports that the display, made by National Folding Box Company, and a new introductory package have won 100 per cent distribution for the product in large food chains.

Its new packaging also has earned Steero valuable display space in a variety of store departments.

Improved packaging is a major weapon in the never-ending battle of the brands. National can make your package a better salesman. It can also help you make more effective use of low-cost paperboard displays to get your merchandise "out front."

Tell us something about your product and ask us to show you what has been done for comparable lines.



NATIONAL Folding Box COMPANY, INC.

SUBSIDIARY OF FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.

FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA. PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE, VERSAILLES CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.

THE OREGONIAN...



REACHES MORE

WOMEN!

...with circulation leadership

Oregonian	10,281 City Carrier Lead
Daily Lead	7,001 ABC City Zone Lead
Over 2nd Paper	3,544 Retail Trading Zone Lead
	40,848 Total Circulation Lead

...with advertising leadership

Oregonian	2,613,570 lines	Retail Advertising Lead
Leadership	1,219,097 lines	General Advertising Lead
Over 2nd Paper	3,316,115 lines	Classified Advertising Lead
Year: 1954	7,148,792 lines	Total Advertising Lead

THE Oregonian

PORTLAND 1, OREGON

Largest Circulation in the Pacific Northwest
236,289 Daily • 294,216 Sunday

*Sources: ABC Publishers' statements for 12 mos. ending September 30, 1954;
Media Records total advertising, less AW, TW and Comics, 1954

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

tion of a revolving metal rack which displays at least some of the merchandise at eye level. First tests showed that a customer seeking a puzzle for a child in a certain age bracket would, if necessary, look down through the various classifications to the desired group, which might have been on the wasted floor level.

The rack left Sifo to another problem:

Most retailers don't want racks for merchandise from an individual company. They would rather have one that takes any and all merchandise, regardless of the manufacturer.

Sifo's answer to that was a top piece on the rack proclaiming "SIFO's products for the (name of store) company." That recognition of the store did it. The first individualized rack was tried out on The Dayton Co., leading (and fussiest) store in Minneapolis; objections faded. Dayton's was happy thus to display Sifo products prominently in the toy room; similar cooperation has come from retailers all over the country. The self-service and self-selection factors hiked Dayton sales of Sifo toys far beyond the manufacturer's hopes.

\$40 for Racks

Racks cost Sifo about \$40 each. Retailers pay about half this amount. Sifo experimented with various colors, found they had no bearing on sales. The fact that dust does not cling to the racks was a factor with stores. Sifo also found that for maximum rack performance, company salesmen have to check their servicing from time to time.

Sifo also realized that to do a complete selling job for the retailer, it must generate demand for Sifo products.

Answer: a national advertising program. The company utilizes *Better Homes and Gardens*, *Woman's Day*, *Wallace's Farmer and Iowa Homestead*, *Good Housekeeping*, *Life*, *Parents' Magazine*, *Toys and Novelties*, *Better Living*, *Playthings*, *Juvenile Merchandising* and several school publications. Sifo salesmen follow up closely on school publication advertising to be sure of getting at least their share of that vast market. They find that personal contact counts.

Sifo merchandising and advertising techniques have been copied by other manufacturers, but Ford and Sayles don't seem disturbed. They figure that if the company is to maintain its expanding sales program, they'll find ways of keeping ahead of the pack.

The End

SALES MANAGEMENT

Dallas' Business is BIGGER than Dallas!

...OR DALLAS COUNTY...OR DALLAS' C & RTZ

Tallest building in 45 states is the new Republic National Bank Building. Only seven cities in the U. S. have banks with higher capital account rankings than Dallas' two largest banks.

Dallas is the financial center of the Southwest. Its banking business is bigger than that of Houston, New Orleans, or the total of Memphis, Fort Worth and Oklahoma City. Dallas' more than \$2,000,000,000 deposits average \$11,423 per family — 82.9% more than per family buying income. Dallas' banking business is bigger than Dallas, Dallas County or anything less than the 72-county Dallas Market simply because people from this area must *and do come to Dallas* for their big bank requirements.

Dallas business owes its extra bigness to the North Texans from outside Dallas and Dallas County who come to Dallas to buy, to sell, to borrow, to invest — who depend upon Dallas for the many advantages of a metropolitan city. Naturally they subscribe to The Dallas News to keep up with their Dallas interests.

Only in The Dallas News can your advertising realize the fullness of the Dallas Market — because **ONLY THE DALLAS NEWS COVERS THE DALLAS MARKET!**

**NEARLY 40% OF DALLAS SALES FOUND
ATTRIBUTABLE TO NON-RESIDENTS** by
Sales Management's Research Director, Dr. Jay
M. Gould, employing Sales Management's Retail
Concentration Formula:

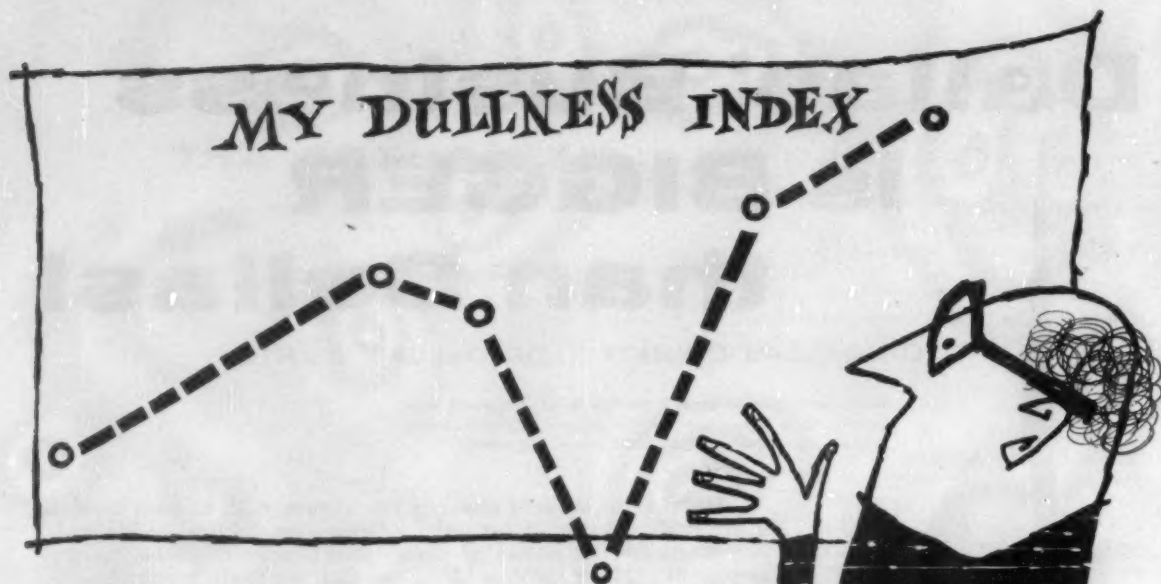
TYPE OF STORE:	% OF SALES TO NON- RESIDENTS OF DALLAS:
GENERAL MDSE.	64.6%
FURN., HSLD., RADIO	41.5%
AUTOMOTIVE	37.5%
DRUG	37.2%
FOOD	14.7%
TOTAL RETAIL SALES	38.5%

The Dallas Morning News

CRESMER & WOODWARD, INC. • National Representatives
New York • Chicago • Los Angeles • Detroit • Atlanta • San Francisco

ONLY The Dallas News COVERS the Dallas Market

More people **BUY** The News... more people **READ** The News...
more people are **INFLUENCED** by The News than any other North Texas Newspaper!



What Would You Say?

If you don't know the answer, use a cliché.

Your profession is selling, not writing or English tutelage, so you can get away with terms like "hard sell" (SALES MANAGEMENT editors, please note). It's always been hard to sell and, therefore, you can't be accused of a misstatement. Where it becomes necessary to say something other than "hard sell," reply with a corroded, frayed-at-the-cuff phrase that is remarkably all-encompassing, omnipresent and meaningless. Often as not you'll impress your associates with your steel-trap mind, depth.

Like doctors and lawyers, learn to use the language of your profession. A good doctor never tells a patient that the bladder must be overhauled; instead, "Looks like a vesicotomy here," he whispers. And when you get legal permission to do something, the lawyer hands you a "writ of right, *vae victis*." Likewise, why should a sales executive refer to "sales territories" when he can say, instead, "geographical areas in which our products are marketed?" Doesn't that last sound twice as good?

• • •

Next time you dictate a letter or make a speech, challenge your choice of words. Are you selecting crisp, meaningful words to convey precisely what you intend? Or will you catch yourself in the act of using lazy, listless language? Are cus-

tomers (and readers of advertising) getting tired of sales jargon?

Below are 14 bromides culled from SALES MANAGEMENT manuscripts. They were caught by alert editors anxious to spare you the pain of vague jargonese.

What is sales promotion? A. Well coordinated and integrated with.

What are campaigns always? A. Spearheaded by.

The sales organization is always what? A. Backed by.

If you're not sure what specific steps were taken, what can you say? A. Merchandising and sales promotional efforts.

What are sales meetings? A. Enthusiastically attended and highly stimulating. And bang-up.

A new package design is always what? A. Sales engineered.

Competitors are—? A. Others (softly) in the field.

What are specific plans? A. Procedures designed to increase and strengthen.

When the product sells beyond expectations, then what? A. Production is outstripped.

What do companies always make? A. Concentrated efforts.

What does research always do? A. Points up the necessity for.

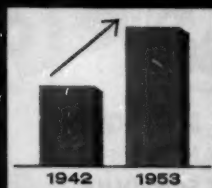
What are programs always? A. Large-scale.

What always happens? A. The hoped-for result.

—Philip L. Patterson

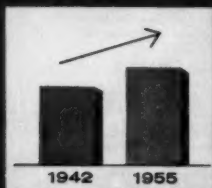


The cost of a call by a
salesman is up 81%—



Source: Studies of cost of sales calls in the industrial field, McGraw-Hill and National Sales Executives, Inc.

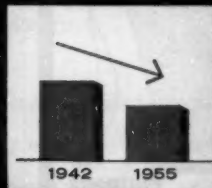
but the cost of a call
by a "salesman in print"
is up only 21%



Based on cost per thousand in the weekly magazines that
reach the people with the managerial jobs in business,
industry, professions and the professions.

Source: Standard Rate and Data

and the cost of a call
in "America's Class News
Magazine" is down by 30%



Based on cost per thousand of a
page in "U.S. News & World Report,"
1942 vs. 1955.

Source: Standard Rate and Data

U.S. News & World Report

America's Class News Magazine

Net paid circulation now more than
725,000—the "growth" magazine
in the field in both circulation
and advertising, and a market not
duplicated by any other
magazine in the field

Advertising Offices: 30 Rockefeller Plaza, New York 20, N.Y. Other offices in Boston, Philadelphia, Cleveland,
Detroit, Chicago, St. Louis, San Francisco, Los Angeles, and Washington.



*
**LOUISVILLE BELONGS
ON ANY
SUPPLEMENT SCHEDULE**

DID YOU KNOW?

With its population of 590,000, Louisville is larger than a full dozen of This Week markets, and larger than all but eight of 45 Parade markets. The Louisville Courier-Journal Sunday Magazine has a greater circulation (303,238) than half of the 27 American Weekly newspapers, and ranks above all but three of the 45 Parade newspapers. Readership figures are even above the high level of reader interest for all the supplements.

Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

* THE LOUISVILLE **Courier-Journal** SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 303,238 • Member of The Locally-Edited Group • Represented Nationally by The Branham Company.



Don't let YOUR product be a
"LAST-MINUTE LOSER"

Save that
Sale
with



Tell
Prospects
WHY TO BUY

at the critical moment of buying decision. . . . Save sales too often lost through sales-clerk apathy or ignorance of key selling facts. . . . Put those facts in every shopper's hands with an eye-pleasing HAYWOOD Sellfax Tag—the most inexpensive sales insurance you can buy.

Send us the sales and use facts which make buyers want your product . . . we'll suggest a Sellfax Tag idea to fit your needs—and we'll send other Tag samples and information . . . no obligation . . . write today!

HAYWOOD TAG COMPANY

Lafayette, Ind.
Represented in Principal Cities

"Lost Sale" Quiz #34

High-gear Hilary

"The Razzle-Dazzle Rook"



*. . . races through his product
presentation in nothing flat*

HE LOSES SALES BECAUSE . . .

- (a) . . . he leaves the prospect more confused than impressed
- (b) . . . he ignores his prospect's questions
- (c) . . . he fails to recognize the right moment to close

As you probably imagined (a) Hilary's speedy "pitchman" presentation only tends to confuse his prospects.

Even your smoothest sales presentation is involved to the prospect who sees it for the first time. Since every step is essential to its effectiveness you should proceed slowly. As each point is made take the precaution of checking your prospect to see if he understands. Remember, a lasting sale can be made only when your prospect understands and appreciates the need for your product.

© 1954 William G. Damroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been reprinted (size 8½" x 11") in two colors on sturdy 70 lb. stock. Each of them points a lesson for salesmen and makes salesmen conscious of common selling faults. Order your copies now. Price: five cents per reprint. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.



■ **ideas** created an office-like atmosphere for doing business in this U. S. Steel exhibit.

Four distinctive booth arrangements were achieved through modular design . . . each selling the advantages of steel warehousing services . . . giving plenty of additional exhibit "mileage."

Ideas can stretch your exhibit dollars . . . and we would welcome the chance to discuss *our* ideas with *you*.



GARDNER DISPLAYS

PITTSBURGH • NEW YORK • CHICAGO • DETROIT



DO YOU PULL IT, OR...

When your sales have a toothache, and you think a hole in your advertising may be the cause, what do you do?

Pull it—and start from scratch with a new campaign? Or treat it—by patching up the present campaign?

Knowing which to do, when, and how to do it, can make a tremendous difference in the health and happiness of your sales.

YOUNG & RUBICAM, INC.

Advertising

New York Chicago Detroit San Francisco Los Angeles
Hollywood Montreal Toronto Mexico City London

Marketing Pictographs

Planned by the editors of Sales Management and designed by Hile-Damroth, Inc.

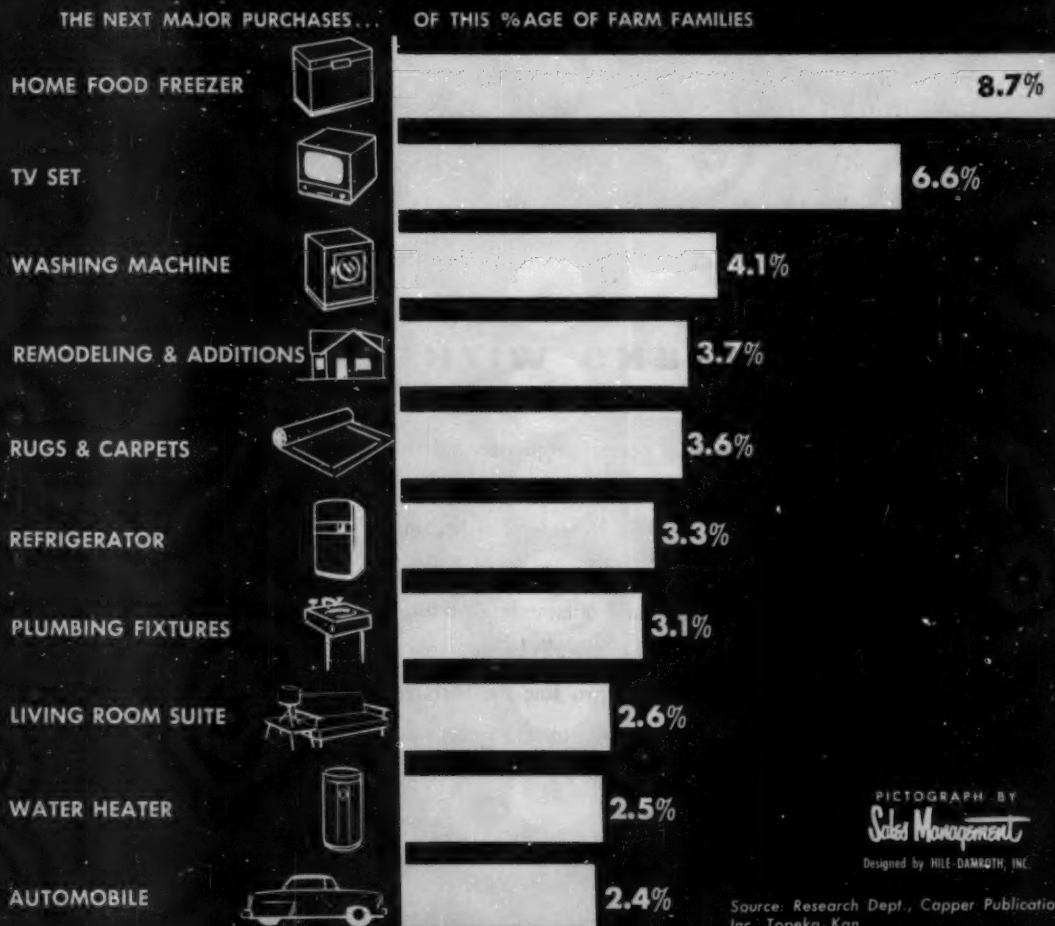
MAKE BUYERS OUT OF THESE MAJOR-PURCHASE PROSPECTS

Farm production and income, despite minor drops in recent years, put rural America in the market for more and better living conveniences. The demand is there and so is the ability to invest heavily in home furnishings, equipment, supplies.

Recently 1,600 farm families in the Midwest were asked: "What is the NEXT major purchase your family will make costing \$64 or more?" Answers show that many "big ticket" purchases are now planned. It figures: The Federal Reserve Board reports that farmers now carry less installment debt burden than any occupational group... 73% are "free and clear."



MAKE BUYERS OUT OF THESE MAJOR-PURCHASE PROSPECTS 3-15-55



PICTOGRAPH BY
Sales Management
Designed by HILE-DAMROTH, INC.

Source: Research Dept., Copper Publications, Inc., Topeka, Kan.



Jack J. Funk, Projectionist, in the Wilding screening room

WILDING SCREENS WITH AMPRO

Film producers require all the elements of perfect projection...smooth threading, brilliant illumination and high sound fidelity. It is important that a producer's prints are not exposed to even the slightest hazards of scratching or damage. Ampro's feather-soft aperture pressure and light sprocket shoe tension assure maximum film protection. Easy operation and outstanding performance are the two big reasons why producers...the people who really know...use Ampro 16mm Sound Projectors. Select from the great Ampro line for your motion picture requirements. Call your Ampro audio-visual dealer to arrange for a demonstration.

*Write for
"Screen Adventures,"
a 16-page source-guide
for 325 16mm sound
motion pictures.
Lists titles, running time
and subject synopsis.
The booklet is free of cost.*

AMPRO CORPORATION

2835 N. WESTERN AVENUE • CHICAGO 18, ILLINOIS



A SUBSIDIARY OF GENERAL
PRECISION EQUIPMENT
CORPORATION

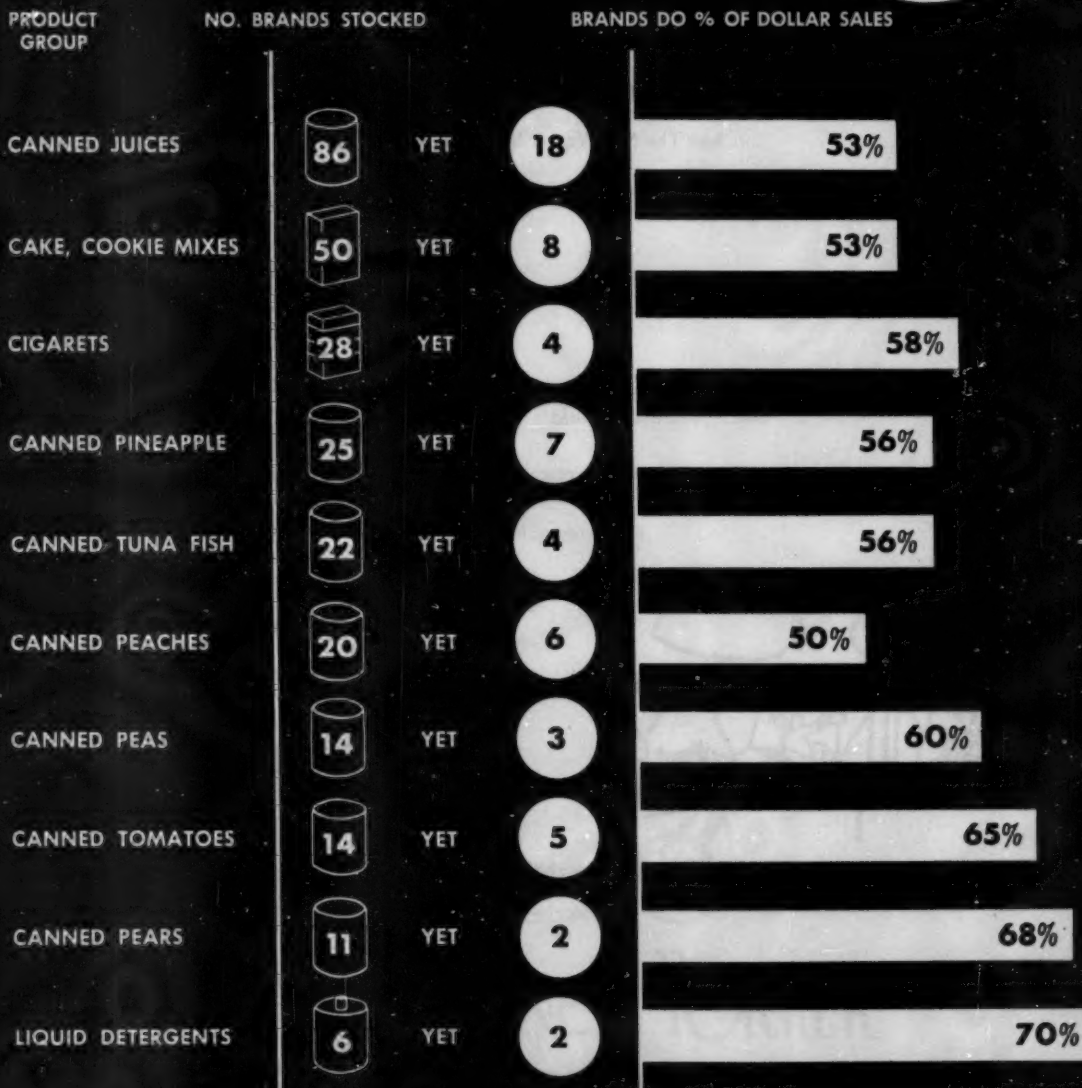
IF YOU WERE A DEALER...

WOULD YOU STOCK SLOW-MOVERS?

Dealers cannot regard the various competitive brands offered by manufacturers as equally good buys. This point is dramatized in the illustration below, a unit-by-unit analysis of sales—in 10 product groups—from five successful Foodtown super markets located in representative areas of Cleveland. The stores averaged \$45,500 each in weekly sales during the three-month study. Dealers could interpret results in this way: Money invested in unpopular brands might better be spent on new equipment or maintenance.



IF YOU WERE A DEALER—WOULD YOU STOCK SLOW-MOVERS? 3-15-55



Source: Progressive Grocer, The Butterick Co., Inc., New York 13, N. Y.

PICTOGRAPH BY
Sales Management
Designed by HILL DANKO TH INC.

"Different of



When a subscriber in Venezuela wrote and asked us to send him The New Yorker by Air Mail,



we replied that it would cost over \$2.00 a week just for postage alone, and so, of course, he wouldn't want *that* expense.



"Different of what you suppose,"

he wrote back; enclosed a check for \$100, and indicated there was plenty more where that came from.

What You Suppose"

This year,
The New Yorker is thirty years old,
and
a lot of things about it
are different of what a lot of people might suppose.
For instance:

The New Yorker is mostly read
by people who live in or near New York City, hey?
Different of what you suppose—
7 out of 10 copies go outside Metropolitan New York . . .
into more than 4,000 cities and communities *all over America—*
and abroad (see opposite).

The New Yorker is one of the giant magazines, hey?
Different of what you suppose—
THE NEW YORKER ranked 72nd in circulation
among all magazines listed by Publisher's
Information Bureau in 1954.

The New Yorker is, therefore, a midget, hey?
Different of what you suppose—
THE NEW YORKER ranked 3rd
in total pages of advertising
and 14th
in advertising revenue
among all U. S. consumer magazines in 1954.

Epilogue:

"It's not the size, it's the ferocity . . ."
With 71 magazines reaching more people,
only 2
attracted more pages of advertising.
Hey!



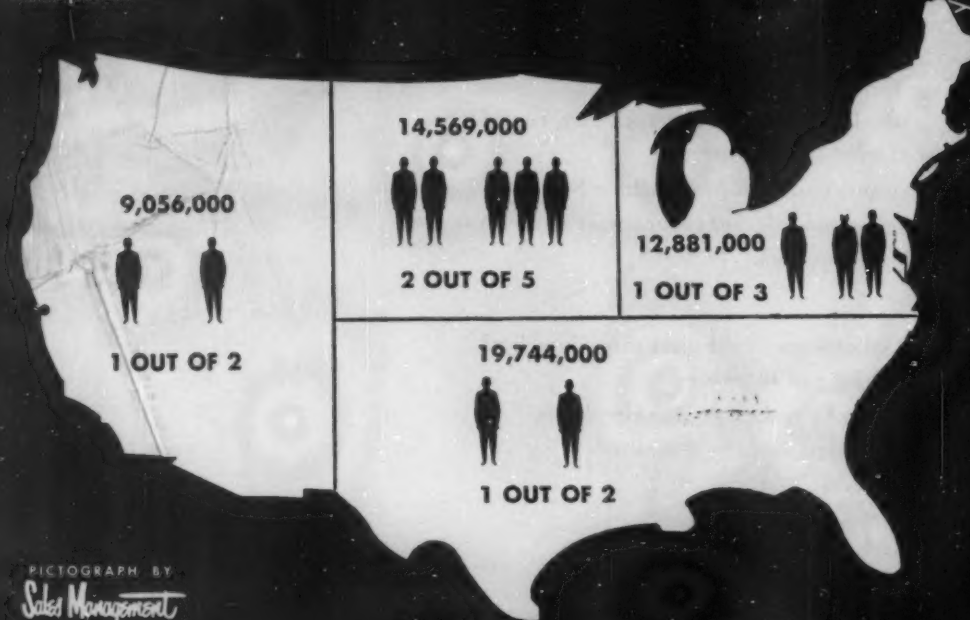
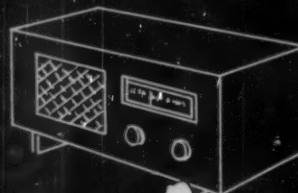
THE
NEW YORKER

The National Weekly for New York-minded people

EVENING RADIO...STILL BIG BUSINESS

On a typical weekday night, 19.7 million households turn on radio, so don't think all radio listeners have taken to the hills.

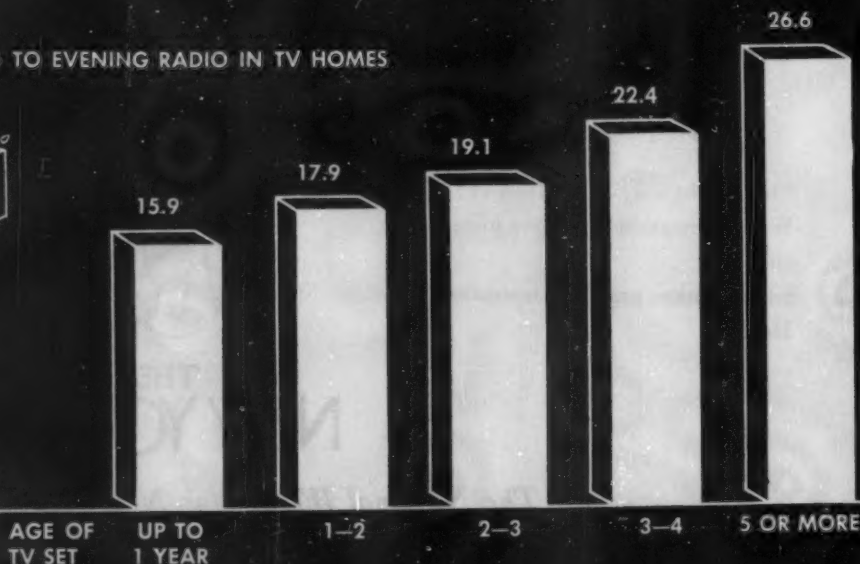
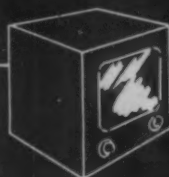
Big numbers on map below show number of people who listen to radio during an average weekday evening. Small numbers indicate radio penetration in each area. Example: In Northeast, nighttime radio recruited 12.8 million listeners "last night," or one out of every three persons.



PICTOGRAPH BY
Sales Management
Designed by HILL-DANFORTH, Inc.

EVENING RADIO BECOMES MORE POPULAR AS THE HOUSEHOLD TV SET GETS OLDER

% LISTENING TO EVENING RADIO IN TV HOMES



Source: A 13,000-household probability survey projected to 19.7 million households by Daniel Starch & Staff for National Broadcasting Co., New York 20, N. Y.

How to Interest Children in Your Merchandise

To sell children you must first capture their interest. There are many things that interest different children, and there are a few things that interest almost all children. For example, most school-age children read comics and watch television. The figures below show to what extent they're interested in these activities . . . and the results may surprise you. They are based on classroom studies made recently in the public schools in various sections of the U.S. with the cooperation of local Boards of Education.

CHILDREN AGED 6-16 WHO REGULARLY:

Read Dell Comics Group	87.3%
Watch Roy Rogers on TV	72.7%
Watch Cisco Kid on TV	54.1%
Watch Sky King on TV	49.5%
Watch Wild Bill Hickok on TV	48.4%
Watch Gene Autry on TV	43.0%
Watch Buck Rogers on TV	42.1%
Watch Rocky King on TV	39.2%
Watch Captain Video on TV	37.1%

Dell Comics Group is the one medium that delivers nine out of every ten school-age children in America. Its readership far outranks the viewing of any leading children's TV program. Add to this the fact that Dell Comics Group reaches more children in the 162 major metropolitan areas than any newspaper comic supplement, and you get some idea of the far-reaching coverage of this powerful medium. Send for copies of the Dell Classroom Studies today. They demonstrate that Dell Comics Group is the most effective single medium now available for selling to children.

ADGRAPH BY

DELL COMICS GROUP

Walt Disney's Comics • Tarzan • Walter Lantz New Funnies • The Lone Ranger • Marge's Little Lulu
Warner Brothers' Looney Tunes & Merrie Melodies • MGM's Tom & Jerry • Roy Rogers • Gene Autry

Dell Comics Are Good Comics

Dell Publishing Company, Inc. • 261 Fifth Avenue • New York 16, N. Y.

AD INCREASES PACE CIRCULATION GAINS

The Association of National Advertisers takes a jaundiced view on rate increases which reflect only the added costs of advertising media. The members use the same yardstick they apply in their business—"Let the other fellow worry."

But when it comes to increases based on "more invitations to sell" they are more willing to listen.

The ANA has come out with a study, "Average

Circulation and Rate Trends of Leading Magazines," which shows that magazines have absorbed most of their spiraling costs of paper, composition, printing, postage, etc., and are asking advertisers to pay in general only for the larger sector of the purchasing public they offer.

The ANA takes 1946 "net paid average circulations" and "cost per M circulation" as the basis, 100, and shows this 1953-1946 Index.

TYPE OF MAGAZINE	NO. IN GROUP	1953-1946 INDEX, NET PAID AVER. CIRC.	1953-1946 INDEX, COST PER M CIRC.
GENERAL WEEKLIES AND BI-WEEKLIES	6	124.1	131.1
BUSINESS & NEWS	6	134.6	131.4
GENERAL MONTHLIES	5	109.9	131.5
MEN'S	6	174.0	123.2
WOMEN'S	8	123.9	123.7
FASHION	6	144.0	118.7
HOME	5	143.7	113.6
FARM	6	115.6	111.8
MECHANICS & SCIENCE	3	145.5	131.7
MOVIE ROMANCES	3	101.3	129.4
TOTAL	54	124.4	126.6

Exclusive Territories Get Federal Frown

**Antitrust suit filed
on Philco's exclusive
rights for distributors**

If you sell through wholesale distributors, it may be unlawful for you to bind them not to invade each other's territories. Philco Corp. gives its distributors exclusive territorial rights. Department of Justice has just filed an antitrust case against it.

How widespread the practice is you may easily judge by glancing at the "Business Opportunities" advertisements in the Sunday papers.

The complaint against Philco suggests that Department of Justice opposes not only the dividing of sales territories but the taking of direct action against dealers, wholesale or retail, who sell to discount houses. These, incidentally, are never mentioned in the complaint, but look at the combination of practices the Department wants to stop:

1. Protecting wholesalers' territories.
2. Making wholesalers see that retailers sell to consumers only—not to other outlets.

Last spring, Department of Justice refused to approve a new clause in the General Motors franchise which bound dealers not to sell to the used car market. When dealers, through their trade associations, tried to persuade Congress to change the law, Department of Justice opposed.

Although the Department considers that it's illegal for you to keep your wholesalers out of each other's way, you can still promise exclusive territories to sales agents. It is almost universal for agents to demand and get exclusive rights. This arrangement has been upheld by the courts.

Again, you alone select wholesale distributors. Nobody in Government decides how many you deal with in a given territory. It is only when you start drawing maps, telling your wholesalers where to serve retail customers that the Department interferes.

An Antitrust Division lawyer has to think a long time before he finds other cases in which assignment of exclusive sales territory was stopped. However, there are a flock of cases in which the Department prevented companies from putting restrictions on their distributors—handling only their own products, fixing resale prices, designating classes of customers they were to serve, etc.

The End

THE RECORD NEWSPAPERS

provide the highest*

CITY ZONE COVERAGE

in the

TROY - ALBANY - SCHENECTADY

METROPOLITAN AREA

This 99% coverage by

THE RECORD NEWSPAPERS

in the

TROY CITY ZONE

tops the readership of one Sunday and 2 daily Albany newspapers in the Alb. City Zone and 2 daily Schenectady newspapers in the Schen. City Zone.

(Percentages there range from 58 to 76%)

* Send for special sheet showing these comparisons

THE RECORD NEWSPAPERS

THE TROY RECORD

THE TIMES RECORD

TROY, N. Y.

Circulation: 46,967

Rate: 20c



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only $\frac{1}{2}$ the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free samples and descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 5, N. J.



THINGS CAN ALWAYS BE BETTER!



You may not be another Samson. You don't have to be. Why not use the power of Hile-Damroth and staff. Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to see some of your ideas — no obligation.

Name _____

Company _____

Address _____ City _____



HILE-DAMROTH, INC.
270 Park Ave., New York City

Programs • Plans • Visual Methods for
Sales Presentations, Training and Merchandising

"The One Man in Twenty"

(continued from page 38)

into the organization comes because he is satisfied that he will be happy in the kind of company on which he is staking his future, that he is bent on sticking and succeeding. In recruiting a new man, therefore, ICP is frankly looking at the man's potential for a future management job.

"Bottom Up" Policy

Still another policy matter which has a bearing on the manpower development program: Cellucotton believes in William Given's "bottom up" and "reaching out" management ideas. Policies and operating techniques filter upward to management, rather than down from the general staff. A successful business lives on new ideas, and when ideas are sought after, recognized and rewarded throughout an organization, management can make effective use of the creative thinking ability of many people.

The heart of the ICP manpower development program is "the whole man" concept. "If a man grows as an individual, achieves happy and stable family life, becomes a better citizen in his community, develops skills in managing both his personal life and his business life, he will inevitably become a better salesman."

This is something more than a pious thought. It's now the accepted way of business life at ICP. Says President Phenner:

"We want our men to know that we have a deep interest in them personally. We're interested in a man's family, and his family problems. We must not forget that a man is gambling with his life with us, and we don't want him to make a bad gamble. We feel this way: When we hire a man we don't just hire a machine. We hire a human being who has his whole life to think about. We know his family is interested in everything he does. We want to know that we're giving that family every opportunity we can through the husband-and-father."

All of the activities that have come into being as a result of "the whole man" approach to manpower development add up to a program with three primary objectives:

1. To develop and maintain high morale.
2. To insure job satisfaction by providing security, opportunity and recognition . . . to engender "a sense of belonging."

3. To achieve thorough understanding of company policies and to teach effective working methods.

We shall see, as this report continues, how "manpower development" evolved and sharpened into something called the "Personal Progress Program." And how that program led, in turn, to Creative Selling as the theme for 1954 group study.

Much of what has been done toward capitalizing on the latent abilities of men in the sales department is dictated by a specific picture in the minds of ICP management men of what they want the Cellucotton salesman to be and do when he faces a customer. They are determined that he shall qualify as "the one man in twenty."

Only One in Twenty

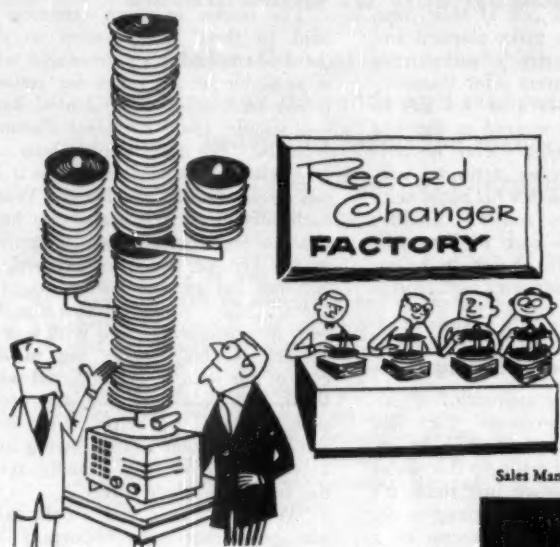
The phrase requires only a brief explanation. Says William French, field sales manager: "Not long ago a large chain food distributor made an analysis among its two dozen or more buyers and came up with this conclusion: Only one salesman in twenty who called actually made a contribution to their business. The twentieth man made a purposeful sales call, had an organized idea, a practical idea for business-building at the store level, which he evolved through research and analysis, then crystallized into a creative sales idea that touched a live nerve with the customer because it was conceived in his own interest and for his benefit. This is the kind of man we want the ICP salesman to be."

"When this salesman appears at the buyer's desk, he isn't there to jabber about the election, the baseball scores, the weather, or last night's poker game."

"Nothing, to my mind, is more outdated than the advice that appeared so frequently in early textbooks on salesmanship, which suggested that salesmen learn all about their buyers' personal interests so the conversation can be opened with a how-was-the-fishing inquiry, or a comment on the Big Ten football situation. I don't care whether our salesmen know anything about our customers' hobbies. If they know a lot about the man's business, and how to serve, to help him, that suits me!"

"Profits are narrow in the retail business today, and these people have to be smart to stay in business. We

"This is the size we sell in the Growing Greensboro Market!"



THERE ARE MORE RECORDS TO CHANGE in the Growing Greensboro Market because new records are made and broken every day! . . . In apparel, food, furniture, gasoline, automotive, drug, general merchandise—in all the retail sales classifications including total retail, the Growing Greensboro Market has been breaking sales records year after year in the South's most populous state. Over 1/6 of North Carolina's 4-million people rang up \$600-million in retail sales last year! . . . If you want to break sales records in a fast-marching market like this—just call on the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD. . . .

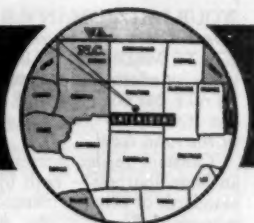
Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Household Goods

Whether you are transferring a key man or a division—everybody is sure to appreciate North American's prompt, efficient service.

Office Equipment

If you are moving into new offices, North American's expert supervision will solve your problem with a minimum of down-time.

Trade-Show Displays

You get door-to-door service when you ship trade-show displays via North American. Direct wire dispatching assures on-time arrivals and departures.

Electronic Devices

If you manufacture laboratory or other electronic equipment that requires special handling in transit, better ship by North American.



NAVL
moves all four!



"So You're Moving"

Ask your NAVL agent for this helpful booklet on company-paid moves.



"Display Moving Service"

Write for this brochure on practical display moving.

Look for this trade-mark under "Movers" in your telephone directory.



Dept. SM-35

North American Van Lines, Inc., Fort Wayne 1, Ind.

North American Van Lines Canada, Ltd., Toronto, Ontario

Ok, Yes... Be With You in a Minute... Saw Your New Product Advertised in our STATE MEDICAL JOURNAL!



YOUR DETAIL MAN will find more open doors where advertising in STATE MEDICAL JOURNALS parallels his efforts. For the impact of each STATE MEDICAL JOURNAL is on the local level—and the doctor buys at the local level.

Constant reader interest is assured in State Journals — both by the high standards of original manuscripts¹ and advertising,² and by the home-state character of the news and views in every issue.

Will the doctor see YOUR PRODUCT STORY in his own State Medical Journal? He will be seeing most of the manufacturers' names he writes most often!

Easy One-Stop Handling — One Contract
One Original Platel One Statement!

¹See our Statistical Study.

²Accepted by A.M.A. Councils.

**STATE JOURNAL
ADVERTISING BUREAU**
of the

American Medical Association
535 NORTH DEARBORN STREET
CHICAGO 10, ILLINOIS

Send for Latest Survey!

ALABAMA—Journal of Med. Ass. of
ARIZONA—Medicine
ARKANSAS—Med. Society, Journal of
CONNECTICUT—State Med. Journal
DELAWARE—Med. Journal
DISTRICT OF COLUMBIA—Med. Annals of
FLORIDA—Med. Assn., Journal of
GEORGIA—Journal of Med. Assn. of
HAWAII—Med. Journal
INDIANA—State Med. Assn., Journal of
IOWA—State Med. Soc., Journal of
KANSAS—Med. Soc., Journal of
KENTUCKY—Med. Journal
LOUISIANA—Journal of State Med. Society
MAINE—Med. Assn., Journal of the
MARYLAND—Medical Journal
MICHIGAN—State Med. Soc., Journal of
MINNESOTA—Medicine
MISSOURI—Medicine
NEBRASKA—State Med. Journal
NEW JERSEY—Journal of Med. Soc. of
NORTH CAROLINA—Med. Journal
OHIO—State Med. Journal
OKLAHOMA—State Med. Assn., Journal of
PENNSYLVANIA—Med. Journal
ROCKY MOUNTAINS—Med. Journal (Colo.,
Utah, Wyo., New Mex., Mont.)
SOUTH CAROLINA—Med. Assn., Journal of
SOUTH DAKOTA—Journal of Med.
TENNESSEE—State Med. Assn., Journal of
TEXAS STATE—Journal of Med.
VIRGINIA—Med. Monthly
WEST VIRGINIA—Med. Journal
WISCONSIN—Med. Journal

think it would be foolish indeed not to recognize the growing insistence among customers in the retail field that *salesmen take less of their time*, that the salesmen make planned and purposeful calls which will justify whatever time buyers offer them.

"That's the source of our aim to have our men recognized as the 'one salesman in twenty' who is governed by the service attitude, who knows if he approaches his buyer with constructive ideas and an unselfish point of view, his own business will take care of itself. In short, he regards his customer not as a *buyer* but as a *seller*."

This Is Professional Selling

"In taking this approach," President Phenner comments, "we are consciously trying to lift the professional standard of selling. But we're not being 'noble'—we just think it's a logical and businesslike thing to do. If you need to go to a doctor or a lawyer, you don't want to go to a doctor or a lawyer who is only 50% qualified to serve you. You like to feel you're getting a professional service in every sense. We think buyers are justified in having the same attitude toward salesmen who call on them. It's understandable that they're cool to the salesman who just 'makes calls' and, conversely, that they will be only too happy to listen to the man who offers an organized merchandising or promotional idea that they can adopt or adapt to produce an improved sales result. If only 'one man in twenty' is worth listening to, think of the contrasting impression that is made when the twentieth man turns up!"

There is an inescapable corollary to this "one man in twenty" idea: The ICP salesman is primarily a merchandiser, a promotional idea man, a messenger bringing intelligence of selling techniques and materials which have been successfully tested in other trading centers. He does pick up routine fill-in orders for Cellucotton products, but never is the total of his dollar volume looked upon as the only measure of his value to the company.

The ICP manpower program can best be understood by a quick summary of its two parts:

In one range of activities and projects are gathered up the personal problems the individual encounters in his private life: his perplexities as a husband and father, worries arising out of "relative trouble," debts, budgets, investments—money problems generally—and almost anything else that can prey on a man's

mind to the point where he becomes a distracted, discouraged, inefficient worker.

The reason so much attention is paid to these things—even to the point of employing a psychologist who is available at all times for consultation on a wholly confidential basis—is simple. Said President Phenner recently, "We don't think a man can be efficient for himself or for us if he has great family problems. When such difficulties develop and they have time to fester and become magnified in the eyes of the man involved, it becomes harder and harder to cure them. Many such problems are not very serious when viewed with proper perspective, but they're big in the eyes of the man who is afflicted with them. If we can help a man meet such a crisis or, better still, keep a minor irritation from growing into a crisis, then we may actually avert the ruin of a whole career."

"We feel," adds ICP's field sales manager, "that it is important for a man to be able to manage his personal affairs, if he is to manage his business affairs efficiently. This may be 'advanced thinking' but, believe me, it's selfish in terms of corporate interest.

"I can't think of another problem, for instance, that can so occupy the mind of a young salesman as that of indebtedness. If he is unable properly to budget his income to take care of the responsibilities he has incurred, he will almost surely—and within a short time—become ineffective in his job. And here we are, having invested not less than \$7,500 (probably more) in hiring, indoctrinating, training and equipping him. If for lack of a helping hand to get his money problems under control, we lose him, what a tremendous loss that is!"

The other activities under the manpower development program all relate to the salesman's attitudes, and the variety of special skills that make a man effective as an administrator in his own territory and effective as a personal salesman of the type ICP wants him to be. Again President Phenner, who has a flair for terse and meaningful statement, puts this into words: "We are trying to teach men how to conduct themselves, how to speak and write properly, how to think basically—how to *analyze* a problem, not just *attack* it."

In this general area the most dynamic single element in the program has been the development of the Creative Selling idea. We shall describe it in detail later in this report (page 100), and highspot some of the dramatic results it is producing.

Background to this Report: A Corporate Crisis

Major changes in markets, channels of distribution, sales strategy demands and manpower requirements combined to bring into being the manpower development program which is the subject of this report. This was . . .

The situation in 1952:

1. The market: It had expanded enormously through increased population and increased purchasing power. The company had neither the manpower nor a standby plan for exploiting the rich new sales opportunities.
2. Channels of distribution: A significant shift was under way . . . away from drug, variety and department stores to grocery channels. ("This was something completely out of our control . . . something the consumer decided for us.")
3. ICP distribution: Unsatisfactory because, except for about four months before Korea, products had been under continuous allocation and in short supply. The grocery field had never been able to sell all the tissue it wanted to sell . . . in some parts of the country grocery outlets had never sold sanitary napkins.
4. ICP's 1952 sales force: "Any time you have a sales force that has worked under allocation for 10 years, you have one that definitely isn't geared to a new era of competitive selling."
5. Manpower requirements: ICP realized it needed not only a few more salesmen, but a doubled or possibly tripled sales force if it was to reach and sell the enormous number of its potential outlets. Thus, a basic need for new sales talent and lots of it.
6. Appraisal of teamwork: Weak. Poor liaison, for example, between sales and advertising. Due partly to inadequate communication, partly to weak concept of nature and importance of sales function.
7. State of morale: Low. Result of years of allocation. Changes in sales policy posed new public relations problems with dealers and jobbers. Uncertainties caused by need for management changes contributed. Personnel needed to be sold on new management people, new lines of thinking.

What was done about it:

1. ICP analyzed and appraised the situation, decided that major changes in philosophy, organization, methods, sales policy and manpower development were needed.
2. Until this time ICP had sold largely through a restricted group of wholesalers, depending on them for certain kinds of promotional activities. Now it became necessary to get closer to the trade, to take special note of the sales potential in the big chains. ICP set up a wider classification of direct accounts which embraced both independents and chains that bought in quantities of 50 cases or more. More wholesalers were added to service the vastly increased number of outlets. Fair trade contracts on Kleenex and Delsey were dropped, action which called for effort to sell the wisdom of that policy.
3. ICP began to recruit and train the additional manpower required for intensive cultivation of markets. This action eventually brought into being a group of men called "territory supervisors" whose first and biggest responsibility is training at the territory level.
4. The problem of retraining older salesmen, reorienting their sights, and updating their working methods, was effectively met through the new Personal Progress Program in which the approach and content contrast strikingly with most standard sales training practices.
5. Personnel experts said it couldn't be done. But in 22 months the sales force was expanded from 97 men to 196. Even at the peak of the hiring in 1954, the turnover rate was less than half the rate in 1948.
6. Activities were unified under a "full-blown marketing concept" through which everyone who has anything to do with the movement of goods is in on the original planning. (See page 78.)
7. The company drew heavily on the science of psychology to rebuild morale. Dr. James F. Bender, hired as adviser, analyzed job dissatisfactions, provided a "listening ear," began to offer helpful advice to troubled individuals on a confidential basis.



TEAM WORK MARKET PLANNING: All departments of the business are represented on ICP's Marketing Committee.* Here the committee is listening to a proposed campaign on colored Delsey as presented by Merchandising Manager T. Pancerz.

ICP's "Marketing Concept": Three Top Management Men Define It

All sales planning originates in a marketing committee made up of representatives from all departments in the business. Out of teamwork thinking come unified purpose, a grand strategy of sales, coordination in operation.

"We don't call it a sales organization any more. We call it a marketing team."—President L. E. Phenner.

This element in ICP's management philosophy is, perhaps more than any other factor, the key to the magnitude of the pay-off on the "people programs" which have combined to bring the company, today, to a position where sales are growing at a healthy rate in a competitive field . . . industry position is being strengthened . . . and there is in the air at the ICP offices the buoyancy of feeling that characterizes the "happy family" business.

True, the manpower program was under way before "marketing" replaced "sales" in the management vocabulary, but the "marketing

team" idea meshed with it, reinforced it, and enhanced the values coming out of it.

General Sales Manager Souders: "We felt we had to find an effective long-range plan for building the business. Our type of business lives on volume and volume alone.

* Members, l. to r.: T. Pancerz, mdsgr. mgr.; J. B. Williams, asst. adv. mgr.; John Hussey, Foote, Cone & Belding; W. J. French, field s.m.; C. E. Souders, g.s.m.; J. W. Arnold, sales pro. mgr.; L. E. Phenner, pres.; S. E. Johnson, asst. to the pres.; E. W. Fairweather, dir. of trade rel.; W. M. Wright, exec. v-p; E. A. Olson, mgr. mkt. research. A student-observer, N. C. Dyer, New England supervisor, attends as part of a 4-week indoctrination and training course.

"But this sort of thing can't be done overnight. We had to plan—test—check—change—as we sought to hammer out a unifying policy which would enable us to accomplish our sales objectives. We finally arrived (and this seems so logical that you wonder why it takes so long to recognize it) at a full-blown marketing concept under which everybody who has anything to do with the movement of goods is in on the original planning.

"For years each of us went along doing our own jobs in our own way. Things often came out all right because, in a company of our compactness, communications are usually fairly good, but this kind of operation certainly isn't the answer to an expanding business.

"Now we're on much more solid ground. Last year, after Labor Day, a fully developed marketing program was blueprinted to run until March 31. That's the best we'd ever done on forward planning. While this program was running, we prepared plans for the spring and fall of this year. We hope soon to be on a timetable that will put us never less than six months, and possibly as long as a year, ahead."

President Phenner: "It's working like a charm.

"We feel that since sales, advertising, and market research are all working toward the same end, they should not be separated. I know

Typical Homes in America's Fastest Growing Market

Colored families are living in homes like these all over America, in increasing numbers; Colored urban home ownership up 129%. White families up 81% (1950 over '40).



**USE THESE INFLUENTIAL
NEWSPAPERS TO SELL
NEGRO FAMILIES ON THEIR
OWN HOME GROUND.**

BASIC MEDIA

BALTIMORE, AFRO-AMERICAN
CHICAGO, DEFENDER
CINCINNATI, LEADER
CLEVELAND, CALL AND POST
COLUMBUS, OHIO SENTINEL
DALLAS, EXPRESS
DETROIT, MICHIGAN CHRONICLE
FORT WORTH, THE MIND
HOUSTON, INFORMER
KANSAS CITY, THE CALL
LOS ANGELES,
THE CALIFORNIA EAGLE
LOUISVILLE, DEFENDER
MEMPHIS, TRI-STATE-DEFENDER
MINNEAPOLIS, SPOKESMAN
NEWARK, N. J., AFRO-AMERICAN
NEW ORLEANS, LOUISIANA WEEKLY
NEW YORK, AGE-DEFENDER
NORFOLK, JOURNAL AND GUIDE
PHILADELPHIA, AFRO-AMERICAN
THE TRIBUNE
RICHMOND, AFRO-AMERICAN
SAVANNAH, TRIBUNE
ST. LOUIS, THE ARGUS
SAN FRANCISCO, SUN-REPORTER
ST. PAUL, RECORDER
TAMPA, FLORIDA SENTINEL
WASHINGTON, AFRO-AMERICAN
NATIONAL, AFRO-AMERICAN
CHICAGO DEFENDER

API Negro Newspapers take your advertising directly to America's fastest growing market

In a typical API newspaper city more than 10,000 homes like those shown above have been bought by Negro families in the past five years, at prices ranging from \$6,000 to \$20,000. By recognizing this fact of modern Negro living you can move into, improve, and solidify your position in a \$15 billion market. By advertising in Negro newspapers you extend a direct

invitation to buy. More than 475 national advertisers now capitalize on the unmatched loyalty and interest reserved by Negroes for Negro newspapers.

We'll be happy to help you sell the Negro on his "home" ground. Write or call for constructive suggestions, analyses, and data about specific geographical markets.

ASSOCIATED PUBLISHERS, Inc.

31 West 46th St., New York 36, N. Y.
JUdson 2-1177



166 W. Washington St., Chicago 2, Ill.
ANdover 3-6343

Pacific Coast Representatives:

WHALEY-MIKKELSEN COMPANY

55 New Montgomery St., San Francisco, 5
SUtter 1-6072

6513 Hollywood Blvd., Los Angeles, Cal.
HOLlywood 3-7157

More national advertisers use Negro newspapers than any other medium directed to the Negro family



Like an ancient and beautiful Spanish castle, the towers of the famous Hotel Ponce de Leon rise above the lush Florida setting of the oldest city in the country!



where **QUALITY** spends the winter

The Hotel Ponce de Leon in St. Augustine has been one of the most popular resort hotels in Florida since it opened in 1888. Built by Henry M. Flagler, it was the first of the luxurious hostleries which helped make the East Coast of Florida a wintertime vacationland. The Hotel Ponce de Leon, with its Spanish Renaissance architecture, its spacious tropical gardens, its excellent accommodations and service, is unique among the distinguished hotels of the country.

Naturally, the Hotel Ponce de Leon uses equally distinguished appointments for its guests' convenience. For example, a Strathmore letterhead paper was selected for stationery because of its expressive nature and distinction.

The many prominent institutions and firms which have chosen Strathmore Papers have very wisely realized that quality paper adds intangible importance to every message. They have made the Strathmore reputation for quality a part of their own. Ask your supplier to show you how your own letterhead design looks on Strathmore. You, too, will discover that a letterhead that says *quality* is a business asset!

STRATHMORE LETTERHEAD PAPERS: *Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.*

STRATHMORE THIN PAPERS: *Strathmore Parchment Onion Skin, Strathmore Bond Onion Skin, Strathmore Bond Air Mail, Strathmore Bond Transmaster, Strathmore Replica.*

STRATHMORE

MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

that in some companies the advertising department is considered by the sales department to be a necessary evil . . . and vice versa. Yet it's all one operation. Advertising is really a tool of sales . . . and market research—well, that used to be something that went on in an ivory tower. Nobody quite knew what the department did. That is no longer the case today.

"Now all of our department heads share in our market planning. We're in a very competitive business, and if we're going to hold our place . . . or improve it . . . our organization is going to have to operate as efficiently as possible.

"Let us never forget it: The life blood of any organization is the marketing end of the business. It is the only income-producing part of the business. If it isn't shipshape all of the time, then the over-all business is bound to suffer."

Field Sales Manager French: "We finally came to the realization that Sales, as such, does not exist. All of us are involved in the broad operation of marketing. We've even begun to refer to our salesmen not as 'salesmen,' but as 'marketing men.' We're selling this concept to our salesmen, and it's amazing how quickly they are grasping it.

"The salesmen now have a better understanding of our emphasis on the need for their development as good businessmen, with well-rounded knowledge of advertising, credits, finance, and administration, in addition to a thorough understanding of practical territory working methods and effective sales techniques. A man has to have this kind of across-the-board knowledge if he is to grow in this organization."

To make the practice fit the theory, ICP works through a marketing committee made up of top management and representatives of sales, advertising, market research, finance and administration. (President Phenner acts as its chairman.) Here market planning really becomes a teamwork operation. Biggest dividends: improved communications, clearer understanding of policy and immediate and long-range objectives, vastly improved coordination among all departments. (This kind of operation gets to the heart of such a basic source of waste and confusion, for example, as lack of time-coordination among sales, advertising and sales promotion.)

No longer is anyone at ICP "running a little private business all his own."

"It's working," to repeat President Phenner, "like a charm."

Sell this big news-making Automotive State with

BOOTH *Michigan* NEWSPAPERS!



Give the news of your products the impact of a Booth Newspaper schedule! Your dealers will welcome it. Your salesmen will respond to it. Booth Dealer Merchandising Service will help you get the most out of your investment.

Booth Newspapers are the most powerful sales builders in their markets. 70% home-delivered coverage of a two million population market. Circulation and lineage figures breaking all records!

Like special facts on your products?

Call your Booth man today!

A. H. Kuch
110 E. 42nd Street
New York 17, N. Y.
Oxford 7-1280

Sheldon B. Newman
435 N. Michigan Ave.
Chicago 11, Illinois
Superior 7-4680

Brice McQuillin
785 Market Street
San Francisco 3, Calif.
Sutter 1-3401

Wm. Shurtliff
601 Ford Building
Detroit 26, Michigan
Woodward 1-0972

8 BOOTH *Michigan* Newspapers

"YOUR MICHIGAN MARKET OUTSIDE DETROIT"

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

MARCH 15, 1955

81

ICP Men at Work: Their Functions, Their Tools, Their Field Training

This salesman is the antithesis of the order-taker. He is occupied with creative merchandising plans which produce extra business for dealers. When he concentrates on the "sell-through," the "sell-to" seems to take care of itself.

"It is an axiom throughout this entire organization that people are to be given as much responsibility as we think they can carry—and then a little bit more . . . It's surprising how often we're delighted with the results."
—William J. French, Field Sales Manager

Simply stated, International Cel-lucotton Products Co. aims, in its manpower program, to find and develop the kind of salesman the customers most like to see.

He's more of a merchandising consultant than an order-seeker. He's the professional marketing man who arrives with a usable idea for building business at the retail level.

If ideas, then, are to be his stock in trade, how and where does he get ideas, and how does he present them? The measure of importance attached to the need for finding answers to these questions sparked the plan to devote most of the time in the 1954 full-week training sessions to what is now known throughout the ICP organization under the title, "Creative Selling."

(Details of the Creative Selling sessions in the meetings will be found on page 96.)

ICP has an almost religious belief that salesmen must find "something to offer the prospect besides conversation." Their all-purpose sales tool is the custom-designed visual, tailored to the prospect's business, and often personalized in the name of the man who is the key contact. Let Field Sales Manager French explain the why:

"When you're dealing with ideas, you're dealing with intangibles . . . and what, for example, can be more intangible than a verbal description of the kind of newspaper advertisement a dealer might run next week? What's more intangible than the mere description of an idea for a

special promotion?

"So we're asking our men to learn the techniques of capturing ideas on paper, in pictures, texts, and sketches. Then the piece of paper brings the idea to life, and when you place it in a man's hands, you've gone a long way toward selling the idea.

"The fringe benefits that arise out of visualization are often more important than the immediate benefits. The first man a salesman sees—especially in a typical department store or chain setup—is more often than not a man who cannot make the final decision. In a food chain, for example, your promotional idea must be taken to and approved by the merchandising committee. It is discussed when the salesman is not there.

"Even though the man who hears the initial presentation may be receptive, may have an understanding of the proposition offered, it is too much to expect him to remember and paraphrase and interpret what he has heard in an undocumented conversation. (He has too many demands upon his time and attention.)

"If however, you leave with him a visual tool—something he can use as a cue sheet—you have helped him to take your idea to the merchandise manager, or to the merchandising committee, and present it in organized form."

Visuals have an equally important role to play when the salesman presents ideas for dealer advertising. "Here," French points out, "we want to prevent our men from falling into the rut so many salesmen fall into—the rut of the man who says, 'I've got a mat here in my brief case. You want to run it?' There's no imagination in this sort of thing. We want our men to dramatize their ideas.

"One of the most important promotional functions for our men is to stimulate retail advertising. They spend some time of almost every working day laying out such ads. We have little respect for 'boiler plate.' We much prefer that our men paste up a layout on a proof sheet, or paste over an ad the customer used last week (with his own logo on it), to give the appeal of personalized presentation and to help the customer gain a vivid impression of what the suggested advertisement will look like."

What an ICP salesman presents as a promotional plan, and what he suggests in dealer advertising have been predetermined by the salesman's own personal market planning. Prior to the end of every month each salesman makes up a work program for the following month. On Saturday when he prepares his route list for the following week, he constructs a work plan as a daily guide.

It lists accounts he will call on. It notes specific ideas he proposes to present to them, what he plans to suggest in promotion and local advertising. In building such a program he has ample opportunity to vary the promotional pace, either with accounts in a big metropolitan market or in cities in a larger territory. At the same time he can be mindful of seasonal buying patterns can coordinate with ICP national advertising.

Example: Peak seasons for Kleenex are fall and winter, when people have more colds. During these months the salesmen give special attention to customers' promotion and advertising of Kleenex. But there's a further refinement.

There are different sizes of Kleenex—200's and 300's. French: "We think it's important for a salesman who is intelligently directing our business in his territory to see that advertising is well-balanced between the two sizes. In a town in which he has two merchandising retailers, we would like best to see him have one advertising 300's and the other, 200's. Not only do we prefer this kind of planning . . . we know our customers much prefer it."

ICP salesmen get a complete briefing on company advertising in spring and fall regional meetings. Six of the Chicago headquarters staff attend all of these meetings. About a week before the meetings start, all division managers and supervisors

ICP MANPOWER DEVELOPMENT—CONTINUED

Five Kinds of Salesmen at ICP ...

They Represent Five Different Levels of Sales Responsibility

Title

Function:

Where and How These Men Get their Additional Training:

I. Retail Salesman

(All newcomers start here.) Works exclusively among individual retail stores. Divides time between sales and merchandising work. Sales work consists of securing orders covering current needs, to be filled by wholesalers. Merchandising covers such tasks as building and improving displays, watching shelf position, checking competitive position.

Working closely with his territory salesman, he gets continuous day-to-day guidance in all fundamentals of ICP sales work. He spends after-hours time in reading and study of printed material.

II. Assistant Territory Salesman

Divides his time 50%-70% on retail calls (as he did in his earlier capacity as retail salesman) and 30%-50% calling on direct customers, both wholesale and retail. Usually has certain specific accounts assigned to him for which he is responsible.

Activities represent final phase of basic training before the man is assigned to a territory of his own. He spends considerable time with the territory salesman in discussion and clarification of company policies, problems and practices. There is special emphasis on organization and administration of territory business, methods of sales promotion in various kinds of outlets, intelligent use of and merchandising of the company's advertising.

III. Territory Salesman

May be responsible for a territory by himself (in the case of a rural thin-market area), or for a territory in a more populous area in which he has the help of one or more salesmen. Major portion of his time is spent contacting direct wholesale and retail accounts; 30%-40% making retail calls. Works with younger men as trainer. Enjoys the assistance of division manager and division supervisor in planning his work.

Works closely with his division manager and division supervisor to refine his understanding of policy interpretation, to check soundness of his decisions. Division manager watches for evidence of dependability, ability to take a plan and follow it through without additional help.

IV. Senior Salesman

Plans his own work, works his own plan, is regarded thoroughly qualified to meet all situations, make all decisions on any type of account.

Consultation with division manager and division supervisor.

V. Territory Supervisor

This man is "almost in business for himself"—and in the case of a metropolitan market, it might be a \$6 or \$8-million business. He supervises, directs, and coordinates the efforts of all retail salesmen, assistant territory salesmen and territory salesmen in his area. He determines the market plan for the weeks and months ahead after consultation with his division manager and division supervisor. He organizes his own plan, puts it into writing, sees that all follow through on individual responsibilities. He contacts the main offices of large wholesale and retail accounts in the territory.

Works closely with division manager and division supervisor in setting and administering territorial policies; in training and upgrading salesmen.

See text beginning on facing page

Ten Key Questions about Hiring and Indoctrination

International Cellucotton Products Company's manpower development program really starts with the criteria used to judge candidates for sales jobs. E. W. Fairweather, director of trade relations, the man in charge of hiring and indoctrination, answers 10 key questions:

Q. Where does ICP find candidates for the sales force?

A. Most of those we've hired within the last two years were recommended by one of our own men.

Q. Age bracket?

A. It has ranged from 24-39. Most recent newcomers were in the 24-28 group. We consciously seek, to some degree, to stagger ages in hiring so at some future date we won't have a large number of men retiring at the same time.

Q. Education?

A. Less than 25% are college graduates, but approximately 80% have had some college or university training. We have no rigid specifications on education.

Q. Any pattern to the backgrounds out of which your men come?

A. Most of them have had some sales experience. We've had good luck with life insurance men. In general, we like to find men who have struggled in some other sales job with poor leadership, inadequate sales training, or the uncertainties of a commission income. If they're trainable and otherwise meet our standards, our management methods, by contrast, have a great appeal.

Q. Do you make any particular effort to hire men in the areas where you need manpower?

A. We prefer to put a man to work where he already lives, or near it. But if he has to move, we pay his moving expenses and help him to find a home.

Q. What are the steps in the ICP hiring procedure?

A. There are five: (1) filing of preliminary ap-

plication form; (2) first interview with division manager or division supervisor; (3) a battery of aptitude tests; (4) multiple depth interviews at the home office; (5) interview with the applicant's wife.

Q. Are you satisfied with the results of aptitude testing?

A. More than satisfied. But it's only one factor in a program. We know we lose some good men because we insist on above-average aptitude scores . . . Still, in our estimation, the advantages outweigh the disadvantages.

Q. What traits do you look for in the results of your aptitude tests?

A. First, a better than average over-all score on general intelligence. Second, a high degree of interest in persuasiveness. The norms were based on a control study and testing experiment of ICP salesmen.

Q. What's the nature of the indoctrination program?

A. A new man spends a week in the home office where he meets everyone, gets preliminary briefing on policies and procedures, acquires his sales tools, begins to absorb the material in basic reference sources such as sales manual. After he goes to the field, he works with another salesman for several weeks—or longer, if required. From there on he is constantly exposed to training through personal supervision, correspondence courses, local and national meetings.

Q. A good many sales executives complain when applicants indicate a deep interest in security features in the compensation plan. How do you feel about it—do you resent it? Is it something you tend to hold against a man?

A. Far from it. Why resent it? Everybody wants security . . . you do, I do, all the executives in the home office do. In fact, we believe security is such a big element in morale and so important in controlling turnover that we have liberal arrangements on insurance, health and hospitalization, plus an exceptional noncontributing retirement plan. (See page 86.)

are brought into Chicago for a two- or three-day seminar in which every detail of the marketing plan is covered, integrating with it the advertising plan. Advertising is never discussed as a separate activity; it is "married"—permanently—to Sales.

On January 1 of this year ICP territories were increased from 77 to 91. Object: More intensive cultivation of markets. Division managers are charged with the respon-

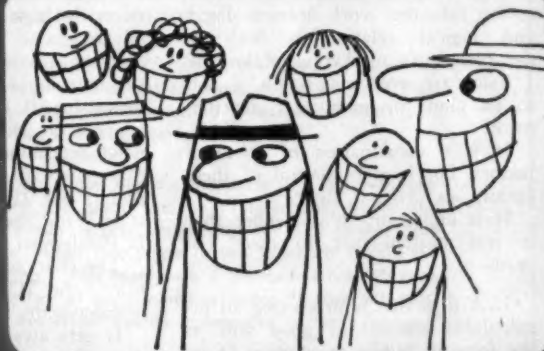
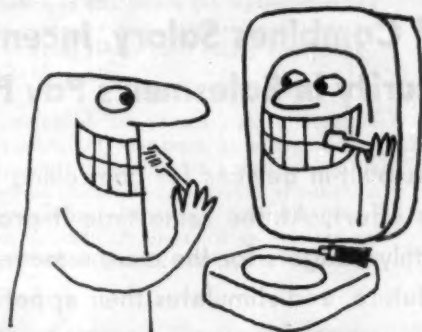
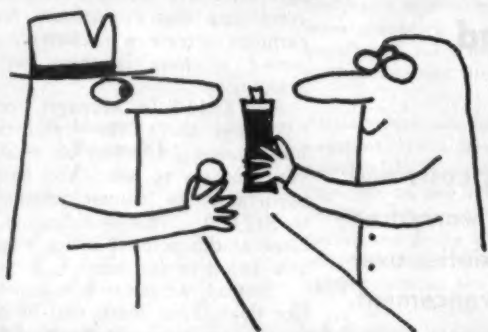
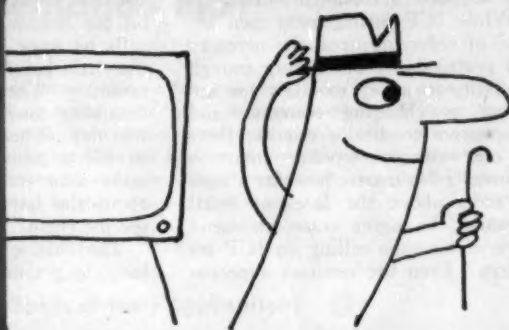
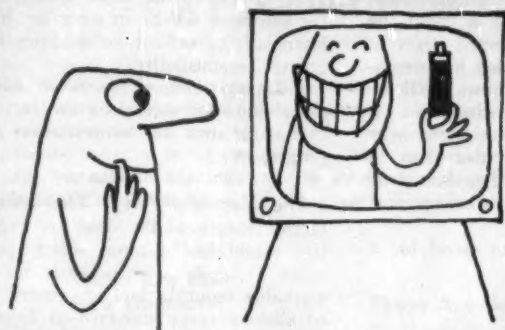
sibility of determining their own manpower needs. There are some one-man territories in sparsely populated areas. But a big metropolitan market may have seven or eight men with every echelon represented. (See chart, page 83.)

In at least one important respect the ICP theory of effective use of manpower differs from common practice. Says French: "Our best salesmen are not necessarily in our richest territories. In fact, the reverse

is so often true that it's taken into account in our compensation program. When we take a man of proved ability and put him into a territory which is not producing its rightful share of total business, then we think we are using manpower most wisely.

"It's possible for us to take some of the highest paid men in our organization and assign them to deficient markets or smaller territories. It's a matter of building rather than

We're selling more drugs in smiling San Diego.



20% more than in 1951
for a 1954 total of \$24,168,000! (Sls. Mgt. 1952-54)

More than is sold in Oakland,
Dayton, Memphis or Fort Worth!

We've got more people, making more, spending more,
and watching Channel 8 more than ever before!

KFMB  **TV**

WRATHER-ALVAREZ BROADCASTING, INC.,
REPRESENTED BY PETRY

SAN DIEGO, CALIF.

America's more market

rewarding certain individuals with especially lush territories. We've seen too many cases where deficient areas are neglected because they cannot 'support' a topnotch salesman."

While ICP management men are fond of reflecting upon the necessity and practicability of keeping enough flexibility in policy to allow for updating as changing economic and competitive conditions require, there is one company policy that is "frozen": No matter how far a man advances above the level of retail salesman, he never ceases to spend some of his time calling on ICP retailers. Even the territory supervis-

ors are required to make a minimum of five retail calls a day.

Furthermore, whenever any executive from the Chicago office goes into the field to join a salesman in a call on the headquarters of a chain, he calls on some of the retail units in the chain before he makes his presentation. "Then he knows he'll be discussing conditions as they exist on that day. There isn't any better way to kill a promotional idea than to make some statement that isn't true about the units that make up that specific chain."

The rule is likely to stand for a long, long time.

ICP MANPOWER DEVELOPMENT—CONTINUED

ICP Combines Salary, Incentives and Security in Salesmen's Pay Plan

It has built-in devices for controlling both sales costs and sales effort. At the same time it provides for worry-free monthly budgets for the men, removes their anxieties over the future, and stimulates their appetite for advancement.

The five-way compensation plan under which International Cellulose cotton salesmen work bears a direct and logical relationship both to the company's marketing philosophy ("Sales are everybody's job.") and to its plan for manpower development.

It is a combination of standard factors, but it gives several of these factors an original twist.

It is important to remember that it was custom-built to meet the needs of:

1. A firm that is protecting an incalculable amount of good will in the form of public recognition of its brand names as symbolic of quality standards.
2. A firm that sells mass market products and therefore needs huge and steadily expanding volume to survive and maintain profits.
3. A firm that must deal with thousands of independent drug, variety, and grocery outlets as well as with big-volume chain and department stores.
4. A firm that has aggressive com-

petition from hundreds of national and local brands and must constantly stress the high quality and distinctive advantages of its own products.

Mass advertising has built—continues to build—a great *potential* demand for ICP products, but what happens at the point-of-purchase is what determines the extent to which that potential is converted into sales dollars for ICP. There is no substitute for the merchandising work ICP salesmen do at the retail level.

The chart on the facing page blueprints the ICP plan. Its make-up is noteworthy for several reasons:

It gets away almost entirely from measuring a man's worth to the company by the dollar-volume of his business. Thus it ties in with the concept that ICP salesmen are primarily merchandising and promotion consultants to their dealers, men who concentrate on moving goods *through* the outlet rather than merely *to* the outlet.

It recognizes the well-established principle that a sound compensation plan pays men *for what the company wants them to do*.

It accepts without reservation the fact that all human beings hunger

for security, that a feeling of security is perhaps the single biggest element in building and maintaining high morale.

It is set up to show clearly to the salesman what's in store for him financially, provided he qualifies for greater responsibility.

Company executives throw additional light on several of the factors that enter into the compensation arrangement:

The salary element: The salary factor recognizes the need for regular, established income which provides a family with a basis for a workable monthly budget, geared to an above-average standard of living. The use of a range of salaries for each of the five classes of field responsibility below the division manager level is a constant reminder to every man that opportunity for an earnings increase in a *relatively short period of time* is there for the grasping.

Says Field Sales Manager French: "We feel that it isn't realistic to hire a man, let us say at \$4,200 a year, and say to him: 'You have an opportunity to increase your salary to \$12,000.' This is ridiculous, because at this point it is not a realizable objective for him.

"Instead, we say to him something like this: 'Your work will be given to you in gradually more difficult assignments. Obviously we start with the basic things which are the foundation of all sales work in this Company. You are entitled to an opportunity to grow while you are in this assignment. When you reach the maximum salary for a retail salesman, you are in line for something more than a raise in pay. You're ready for the next step up—the job of assistant territory salesman.'

"We believe in concentrating the attention of each man on the *next* step upward. We show him clearly what is expected of him in his *present capacity*, and we show him one thing more: *What will be expected of him in his next assignment*.

"Thus we keep the man's eyes and mind and heart focused on a *realistic* objective. And it works for us. Often as not you'll find retail salesmen reaching out so fast that before they've achieved their second salary increase in the first bracket, they're going out on their own and learning how to do the things they will have to do as assistant territory salesmen.

"When such a man becomes an assistant territory salesman, the process repeats itself. We want a man to be thinking in terms of something he can achieve not 20 years from

This is the International Cellucotton Compensation Plan

These are its objectives: To provide a stable income to insure a comfortable living standard . . . to provide incentive for the men to do what the company most wants them to do . . . to provide ample opportunities for increase in earnings . . . to eliminate automobile expense dissatisfactions . . . to offer recognition aside

from money income for jobs well done ("Man does not live by bread alone.") . . . to provide maximum security in recognition of the importance of this factor in morale . . . to combine all factors to provide opportunities for the men to advance in both responsibility and earnings as fast as their capacities develop.

These Are the Five Elements:

I. Salary

A salary range is established for each of five classes of salesmen. (See chart page 83.) Range in each class varies a minimum of \$900. There are no overlapping ranges among the five groups; each class above the first has a minimum basic salary which is \$300 above the maximum of the class preceding it. Object of the range for each class is to provide an opportunity for a man to earn an increase in his basic salary even though his function and title may remain the same.

II. Incentive Payment

All salesmen can earn up to a maximum of 10% of salary as an incentive payment. It is based on three factors: (1) one-third on attainment of sales objective on each of seven product lines—thus, if a man misses his objective on one out of seven lines, he loses only one-seventh of one-third of 10%; (2) one-third on sales promotional activities—"everything that moves the goods out of the retail outlet"; (3) one-third on efficient administration of territory—more stress is laid on the second and third factors than on the first.

III. Expenses

All business expenses are paid by the company. The company provides the salesman's car, places no restrictions on its use for personal business and pleasure. Salesmen pay 2½¢ per mile for personal usage. Camera, film and lights for picture-taking are included in the expense setup. Company pays moving expenses for transferred employees.

IV. Special Benefits

These include a generous retirement plan for which the company pays the entire expense . . . full-coverage hospitalization, medical and surgical plan . . . group insurance plan (partial participation by salesmen in cost) . . . paid two-week vacations—three weeks after 15 years.

V. Honor Awards

Each year a group of 20 top salesmen become members of "The Winners' Circle." Certificates of merit are given for the first, second, third, and fourth achievement of this honor; silver certificates for 5-10 years; gold certificates beyond 10 years. After five years in the Winners' Circle the men receive an engraved ring. Top man gets a Gorham silver Revere-style bowl. The wife or mother of each man qualifying for the Winners' Circle receives two dozen American beauty roses and a "very special" letter from management.

now, but nine months, or six or three months from now. Time is of no value in determining the ability of our people to advance. We want them to grow as fast as their capabilities and energies will allow."

The incentive program: Incentive earnings under the ICP plan are limited to 10% of total income. The

reason, in French's words:

"Salesmen sometimes live on the basis of their *potential* rather than their *actual* income. There was a time in the history of this company when a man could make 40% or 50% of his income in *bonuses*—we no longer use the word—and special awards. But let's picture a hard-working salesman who, late in the

year, and through no fault of his own (a motor strike in Detroit, for example) loses incentive pay. When that happens you seriously impair his standard of living because you've taken a huge chunk out of his potential income.

"We must remember this: If you tell a salesman he has the opportunity to earn a \$1,000 bonus at

Tested
Sales-Training
Film

"OF TIME and SALESMEN"

now available
for purchase

The new Dun & Bradstreet sales-training film, "Of Time and Salesmen," dramatizes the effect of inadequate work organization on a salesman with a quota to meet and a schedule to maintain. And it outlines a simple system of pre-call planning that can easily be adapted to the needs of almost any salesman in almost any territory.

"Of Time and Salesmen" is available for showing before sales meetings and business groups without charge, subject to scheduling limitations. It is a 32-minute, 16 mm, black and white sound movie, and has been shown more than 1500 times before leading sales organizations.

Because of consistent heavy demand for screenings, some companies have experienced difficulty in scheduling multiple showings at sales meetings in various cities or at different times. At the request of a number of companies, prints of "Of Time and Salesmen" are being made available for purchase at \$100 each.

For further information, or to obtain a print of "Of Time and Salesmen" for preview, send the coupon below.

DUN & BRADSTREET, INC.
Dept. 11 • 99 Church St. • N.Y. 8, N.Y.

☐ We have seen "Of Time and Salesmen" and are interested in purchasing print(s) at \$100 each. Please send more information.

☐ Please send us without obligation one print of "Of Time and Salesmen" in order that we may preview it on one of the following dates.

(Because prints are so much in demand, we must ask you to indicate three dates.)

1st Date..... 2nd..... 3rd.....

Company.....

Name..... Position.....

Address.....

City..... Zone..... State.....

the end of the year, he immediately puts that thousand into his budget for the year. If he doesn't get it, something has to give. You are putting problems in his path which you can avoid.

"We think there should be a middle ground between making an incentive payment and missing one. Under our present arrangement it's virtually impossible for any of our men to go through the year and not earn some part of his 10%. You have to think in terms of a man's self-respect. If he doesn't get any incentive payment, he's likely to be something less than a hero in the eyes of his family... but if he gets some of it, together with some acknowledgment, he has a reason to feel at least a little bit proud. He knows in his own heart the reason he didn't get the rest of it. But his morale hasn't been shattered with total failure."

How incentive payment is calculated: Three factors determine incentive payment. One-third of the credit is awarded for achievement of sales objectives by product; one-third for superior performance in merchandising and sales promotional activities; one-third for capable administration of territory business.

At the beginning of each year management sets a company sales

objective on each product. It is based on sales for at least 10 months of the year in progress (latest available so figures can be ready in January), and at least half of the year preceding to compensate, to some degree, for any unusual economic conditions. Then the total is broken down by division and by territory based on the percent of the total that division or territory did during the base period. The objectives are given to the salesmen by units rather than dollars on each of the seven product lines. Therefore, one-seventh of one-third of the man's total incentive pay is earned by achieving the objective on any product line. (ICP doesn't like the word "quota," seldom uses it.)

While the year's sales objective is based on the best figures available, tempered by the best judgment of the management group, there is always the possibility that the economic climate may change as the year progresses. In such a case the objective may be revised, at mid-year, either upward or downward. What if this happens?

Answer: The salesmen's objectives remain unchanged, but adjustment is made at the end of the year. If, for example, the company made 90% of its objective, then the salesmen are required to make only 90% of their objectives in order to qualify

The Man On the Cover



Lewis E. Phenner, president, International Cellucotton Products Co., began his career with the company's Canadian affiliate in 1926. Like all ICP executives, he came up through the ranks, starting as a retail salesman, lowest rung on the sales organization ladder.

Four years after joining the Canadian company he was made sales manager. In 1931 he was elected president and in 1936 was made a director of the company's operation in Great Britain.

His marketing experience includes advertising as well as sales. In 1946 he was president of the Canadian National Advertising Association, and in 1949 was awarded its Gold Medal for the most outstanding contribution to advertising.

While still head of the Canadian subsidiary, he came to Chicago in 1951, was made executive vice-president of the parent company in 1952, and elected president in January 1953.

Phenner is a "salesman's" president... has a first-name acquaintance with all but the newer men.

for the part of their incentive payments based on unit volume.

(As a matter of fact, so little emphasis, in company thinking, is placed on volume figures for any man that, according to French, this element in the incentive payment may soon be dropped.)

Second element in the incentive payment—a man's record on sales promotional activities of all kinds—is stressed. Retail advertisements he develops, special displays he arranges . . . the quality and amount of promotion he stimulates among his wholesalers . . . anything he contrives for his customers which results in a greater effort put behind ICP products at point-of-purchase . . . all are regarded as sales promotion.

Salesmen report monthly on promotional accomplishments. This report goes first to the man's division manager who weighs it in the light of his intimate knowledge of territory activities. Grading of these efforts is not based on sales volume in dollars, or total cases of goods moved. "That would be a fictitious approach." Rather, it is based on the quality of the advertisements, the effectiveness of the displays (The men carry their own cameras to photograph these.), frequency of dealer advertising, distribution of advertising by product, distribution by customers, by outlet type, etc. The final evaluation of each man's performance is made by the division manager, division supervisor, sales promotion manager, and field sales manager.

Judgment of a man's performance in administration is based partly on files of correspondence maintained by the supervisor of field service in the home office, partly on the opinion of the division manager, the man in the position to be the most competent judge.

The plus factors: The notes in the compensation chart are self-explanatory on insurance and health benefits. But the ICP retirement plan is unusual.

To qualify under it a man must have a minimum of 20 years of service with the company. Retirement age is 60. For each year of service he accumulates 1-1/2 "credit points," which become percentage points. If a man starts work at age 30, and works to age 60, he will have accumulated 45 credit points. When he retires, he gets 45% of his highest 10 years' salary, every year for as long as he lives. The man himself contributes nothing to this plan; the entire cost is borne by the company.

Quad-City Industrial Employment is on upswing

Employment at the large farm implement plants and at some 300 other factories is keeping pace with increased production schedules. Forecasts of a busy, prosperous 1955 in the Quad-Cities are materializing early and rapidly.

The Quad-Cities offer you a good marketing opportunity. On the Illinois side live 57% of Quad-City population.



one of the
**FIRST
100
MARKETS**

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

THE ROCK ISLAND ARGUS THE MOLINE DISPATCH

THE NEWSPAPERS THAT COVER THE ILLINOIS SIDE OF THE QUAD-CITIES

Call ALLEN-KLAPP — New York, Chicago, Detroit, San Francisco

IF you want to see the BEST IN POINT OF SALE DECAL SIGNS

ask for Meyercord's
NEW ADvisor Manual



**Packed with ideas to help you sell
your product where customers BUY!**

How to make your permanent point of sale decal signs more productive, more sales influencing . . . that's the message packed into this remarkable new Meyercord ADvisor Manual. It's yours for the asking; FREE when requested on company letterhead. Between the covers you'll find dozens of the finest examples of colorful, eye-compelling, sale creating point of sale decal signs . . . specially created for store windows and window valances, fountains, back bars, cashier's counters . . . everywhere people

pause to buy! You'll see how the small regional advertisers, as well as the national giants, do their point of purchase job better with permanent Meyercord decal signs. You'll get valuable hints on design and distribution. If you buy point of purchase material . . . if you seek to do even a better point of sale job . . . we want you to have this remarkable new presentation with our best wishes. Write for it today . . . but be sure to request it on your company letterhead, please.

THE MEYERCORD CO.
World's Largest Decalcomania Manufacturers

DEPT. D-203 5323 WEST LAKE STREET
CHICAGO 44, ILLINOIS



MORE EVIDENCE that the salesmen are successfully applying the techniques explored in the Creative Selling seminars flows into the home office almost every day. R. G. Jacobsen, Sales Training Division, (l.) and W. J. French, field sales manager, find some outstanding samples of current dealer advertising in the morning mail.

The Personal Progress Program: What It Is, How It Works

Here is "the whole man" idea in manpower development. Here is the subject matter selected for individual and group study. And here are the media used for training.

"If an army travels on its stomach, then surely a sales organization travels on its emotion, or its heart, or its spirit."—William J. French, Field Sales Manager.

A good name for a product or a project is one that has some "sell" in it.

"Personal Progress" is such a name. It came into being in 1952 to identify the group of activities which theretofore had been lumped under "manpower development." It would be difficult to guess to what extent this name sharpened the appetites of ICP men for participation in the program, but it almost certainly fired the imaginations of many. A man may think he doesn't need to be trained; he may find the word "education" dull; but everybody is concerned with his *personal* progress.

A formal training program had

been running in ICP since 1948. Some parts of it were retained, some abandoned. In what has been done in the last two years, the increased attention given to a man's personal problems, is noteworthy. So also is the shift from "textbooky" sales training to a listen-see-do technique to show men how to appreciate, understand and apply creative selling in their day-to-day work with customers.

We are about to examine the working of this program in detail.

These are the media of communication:

1. Meetings: One week a year for all salesmen; two meetings a year for middle management men. These "full dress" meetings are supplemented from time to time with meetings held by division managers in

their own areas, a part of which is devoted to training.

2. Correspondence courses: Certain types of subject matter lend themselves effectively to this medium. Example: ICP's program for helping salesmen to write better letters and reports.

3. Personal conferences with a consulting psychologist: They may deal with any source of job dissatisfaction, any personal problem. Example: family budgeting.

4. Personal conferences with superior officers: Reference to the table "Five Kinds of Salesmen" which appears on page 83 will reveal how each man above the level of retail salesman has some responsibility for helping someone else on sales policies, problems and practices.

5. Reading: There is suggested or assigned reading to supplement either lectures or other activities. There are transcripts of valuable meeting material for review and permanent reference. There are special publications organizing and amplifying certain subject matter in which the salesmen have a deep interest.

These are the two broad classifications of subject matter covered:

1. Men's personal problems: Here "the whole man" concept is working. Such subjects as healthy personal philosophy, personal financial management, and personal attitudes are programmed for meetings. More intimate problems—immediate financial troubles, child guidance, in-law trouble, alcoholism, for example — are handled in personal conference with Dr. James F. Bender.

2. Job problems: These, too, divide into two parts. There are separate programs on special skills, notably public speaking, conference leadership, and improved letter writing. And there is a wide range of subject matter on company policy and sales development methods.

The development plan for middle management men runs almost parallel to the setup for salesmen. Here the program goes under the name "Creative Leadership" to reflect its great emphasis, with these men, on the importance of constructive leadership and how to develop leadership qualities.

Words, words, words: Some salesmen were at a loss for them. When a training plan was still in the con-



"The OHIO FARMER is the *First* Magazine I Read,"

Says Donald M. Ruhl, Morrow County, Ohio

It's the *first* choice of Mrs. Ruhl, too — and the eldest son, David, a Future Farmer. You'll find this same preference for THE OHIO FARMER at neighboring farms on Route 1, and all around the state — among 3 out of 4 Ohio farm families.

There's good reason. THE OHIO FARMER contains the material that interests *Ohio* farm folks most — profitable practices for *Ohio* farms, favorite recipes of *Ohio* homemakers, activities of *Ohio* farm youth clubs.

And, here's good news for *you*. Ohio agriculture is

highly *diversified* — brings in big cash returns *steadily*. That means more money to spend — month after month — for the products you *sell*.

Don't miss the family that's always *selling* something... always *buying* something — the Ohio farm family! Matching Ohio's big, steady income pattern are Pennsylvania and Michigan, served by PENNSYLVANIA FARMER and MICHIGAN FARMER. For full facts on these rich farm markets write to T1013 Rockwell Avenue, Cleveland 14, Ohio.

The OHIO FARMER

Cleveland, Ohio

versational stage in the headquarters offices, someone suggested that it would be wise to ask the salesmen what kind of help they most needed and wanted.

The expected answer might have been something like this: "Tell me how to answer objections." In other words, tell the salesman what to do when the sales presentation gets stalled. Instead, the ICP men came back with a request for speech training.

The typical ICP salesman was spending a good many Friday nights and Saturday mornings at wholesaler sales meetings. Said one of the headquarters executives recently, "Our men had seen so many other manufacturers' representatives stumble and bumble and generally 'goof up' their acts before these groups, and they had become so conscious of their own lack of ability to do much better, that their request for help in speaking was quite logical. They wanted to remove a source of personal embarrassment."

Speech training therefore was among the first subjects programmed for group study. At that time, Dr. Bender was hired as speech consultant. Since that time his activities in the company's behalf have broadened to the place where he is serving as consulting psychologist in all areas of personnel development and training. "He has been responsible more than any other person for the particular kind of philosophy this company has adopted," says President Phenner.

The importance of speech training

for salesmen has steadily grown in the eyes of ICP management. Any portion of the Personal Progress meetings involving audience participation may also serve as a public speaking practice session.

Speech training as carried on by ICP from the beginning, started with—and stuck with—the particular kind of speaking the salesman had to do as part of his routine work. French pins down the principle: "Here was the genesis of our theory that in training of this kind, wherever possible, you should tie the vehicle for your program to the policies and problems within your own organization. . . . Too often in speech training courses you find men being asked to talk about current events, international affairs, hobbies, whatever. We gave our men assignments representing typical problems they might be expected to encounter among their own customers."

These problems involved clear explanation of policy. Examples: prepare a talk introducing a new product, explain a change in packaging. "We found a provocative twist to give each one to be sure the man would have to think.

"In developing such talks the men got a better insight into these policies, thus creating an additional benefit—to themselves and to us."

"Yours sincerely": A later survey in which the salesmen were again asked what they wanted most provided a logical sequel to the call for aid in speaking. This time they asked for help in written expression.

Packaged under the title, "Write Like You Talk," a course was designed to improve the quality of letters and reports. It is handled entirely by correspondence. "Amazing," says one top executive, "how their letters have improved!"

"I can't seem to keep my mind on my work": When a conscientious salesman says something like that, the odds are long that he is troubled by a family or personal problem to which he can see no immediate solution. Even though it's a rare human being who can work efficiently under such circumstances, many a company regards private troubles as private business and avoids what it describes, usually, as "interference." Not so at ICP.

Says GSM Souders: "We've taken the attitude right along that the man's family is more important than his job. It is—to him. It's realistic, we believe, to recognize it."

The method for handling such problems is to make Dr. Bender available—on company time for the salesman, and at company expense so far as the consulting service is concerned—for confidential interviews. Such interviews may take place when Dr. Bender visits a division headquarters, when he is in the home office, any time he is within reach. Some time is set aside at every meeting for such interviews. All interviews are on a strictly confidential basis. Last year some of the results of interviews dealing with salesmen's marital problems were published in a booklet, "The Salesman Takes A Wife."

A man may, if he chooses, take a problem direct to Dr. Bender without the knowledge of his superior officer or anyone else in the company. In that event Dr. Bender bills the company for the time and does not identify the man.

The worry may be a small thing but, as President Phenner points out, "it is big in the salesman's eyes. A problem that can be monumental to a salesman can often be handled with a snap of the fingers by a corporation. A \$100 loan, for example, can be the difference between salvation and chaos for a very young family."

If, after hearing a salesman's story, Dr. Bender feels the difficulty can be resolved through some company action, he asks the salesman's permission to discuss the matter with a company representative. He will even arrange for the company man to seek the salesman out rather than to put the salesman in the position of going to an executive with a pri-



CONFIDENTIAL TALKS between Consulting Psychologist James F. Bender (l.) and salesmen are an important element in ICP's manpower program. Cameraman catches Bender and Mississippi salesman Herb Sanders at February Personal Progress meeting in Memphis.

Easier demonstration...faster installation with cartons that open **ZIP!**

THIS IS THE CARTON...

It contains an Essick Evaporative Air Cooler—a highly efficient, modern product, but one that is heavy and hard to remove from an ordinary carton. Furthermore, the fine finish is easily damaged through improper carton opening.



THIS IS THE TEAR STRIP...

Made of "SCOTCH" Brand Filament Tape which makes it possible to open the Essick carton in a matter of seconds (important to Essick because many of their dealers sell and install units right off the truck). Furthermore, with the Tear Strip, there's no need to use knives, wedges, or other damaging implements to open the carton.



AND THIS IS THE PRODUCT!...

Ready to demonstrate, or ready to install—easy to get at and not a scratch on it! Tear Strip Containers made with "SCOTCH" Brand Filament Tape actually cut unpacking time up to 70% over conventional methods... help win goodwill from salesmen, dealers, and product users.



LIKE A SAMPLE? We'll be glad to send complete information with a demonstration carton that will let you see how Tear Strip Containers can benefit your products. Just use the coupon.

The only "quick-opening" containers that work perfectly every time are made with...

REG. U.S. PAT. OFF.

SCOTCH

BRAND

FILAMENT TAPE



THE TERM "SCOTCH" IS A REGISTERED TRADEMARK OF MINNESOTA MINING AND MFG. CO., ST. PAUL 6, MINN. EXPORT SALES OFFICE: 98 PARK AVE., NEW YORK 16, N.Y. IN CANADA: P.O. BOX 787, LONDON, ONTARIO.

MINNESOTA MINING AND MFG. CO. (SM-35)
St. Paul 6, Minn.

Please send me a Tear Strip Container made with "SCOTCH" Brand Filament Tape, together with complete information.

NAME.....

COMPANY.....

ADDRESS.....

CITY.....ZONE.....STATE.....



MARRIED 35,000 YEARS!

When 700 Golden Wedding couples are our guests each autumn for dinner, music and hearty celebration, they collectively represent more than 35,000 years of loyal, loving companionship.

The Press always enjoys playing host to these wonderful people who so beautifully represent the sacred importance of marriage. We are as proud of their loyal record as they are. We know that such loyalty is a blessing to both community and humanity.

* * *

Cleveland people also have a great record of loyalty to their favorite newspaper — The Cleveland Press. It is a natural consequence that the favorite among readers is also the favorite of alert advertisers.



ICP MANPOWER DEVELOPMENT — CONTINUED

vate embarrassments.

Does all of this pay? Management men at ICP are unanimous in calling it a major factor in maintaining high morale. It cuts the cost a company inevitably incurs when a man goes into an unproductive slump which may last for weeks. "We catch problems early through our personal interview method. If you let these things fester they can often become obsessions and then it's much harder to cure them. Under critical conditions they can result in separation which, of course, lifts a company's turnover rate."

Evidence that this phase of the manpower program is working to the best interests of the company are these words from Souders: "Two years ago and even up to a year and a half ago we had some dandies among these personal problems . . . some really tough ones . . . the kind of thing that makes a man basically unhappy, and you well know that when a man feels this way he's unproductive. Now there's been a complete change."

"I went through a whole series of notes, anonymous as to identity of individuals, with Dr. Bender after our last meeting here in Chicago. At that time he had completed interviews with the division managers, supervisors and salesmen in two divisions, and what had turned up in those interviews was largely inconsequential. Our major problems had simmered down to where, in the entire country, we were dealing with only six . . . problems which can't be solved overnight. As Jim Bender said, 'I got lots of little things but no real headaches as in the days when we first began these interviews.'"

President Phenner puts a finger on one important point: He expresses the belief that this kind of personal help for the men would not work if the consultant or father-confessor were a corporation employee rather than an "outsider."

"You can build up a great deal of confidence," he says, "but you just won't get the same result through your own organization. Dr. Bender is an outsider; the men like him and trust him, and he is one of the best listeners in the world. That's a big factor in the success of this program."

Unclassified dividend: It may be because the company hires men that,

in at least some respects, run to type. . . . It may be because the organizational structure and field working methods often require men to work in two's or three's or larger groups. . . . It may be because unity of purpose and some homogeneity in attitudes has been built up through the manpower development program. . . . Whatever the explanation, ICP men tend to develop strong personal friendships among themselves, and it is the rule rather than the exception that ICP families in the same community spend many evenings together and share many community and social activities.

Out of this situation comes a plus, spotted and evaluated by Bill French . . . an idea so valid that it seems curious it so seldom gets into speech and into print. It has to do with the particular satisfactions and pleasures and understandings that almost everyone gets out of "shop talk." ICP men can and do frequently drift into shop talk in relaxed off-hours they spend together. Said French recently: "Shop talk satisfies some kind of hunger in most of us. I firmly believe that it serves to give people a better insight into the business. They toss things around, look at them from their own perspective. In so doing, they enrich the background out of which they work."

This report

begins

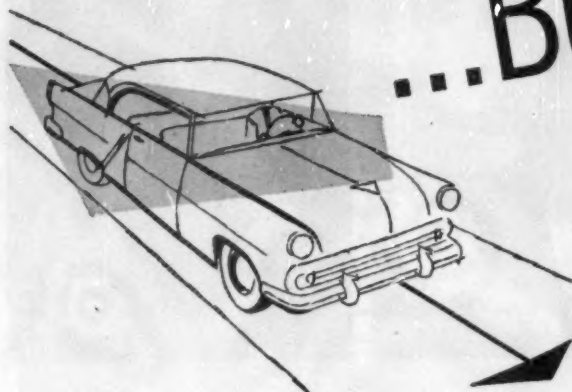
on Page 36

It continues

on Page 96

WHERE MOTORS ROAR

...BUSINESS
SOARS!



When new-car sales records are broken in Dallas, in Miami, in Los Angeles, the vibration rings cash registers in Detroit stores—where business is good! Detroit employment has been upped to 1,400,000. Factory wages are highest in the nation. Home-building and buying continues at a fast pace. **DETROIT MEANS BUSINESS!**

To better **YOUR** business in the Detroit market, put your sales message into The Detroit News, the one big sales medium of this prosperous area. In 1954, The News carried 51% of the total lineage—more than both other Detroit newspapers combined! The News reaches the greatest number of homes in the Detroit trading area, and the greatest sales potential, because its circulation is better than 84% **HOME DELIVERED** by exclusive News' carriers, weekdays or Sundays.

New Car Sales and Production Continue to Set NEW MARKS

Since the first of the year, automobile production has broken all previous records, and sales have kept pace with high output. "Despite our current high rate of production," said one top automotive executive, "the market is so strong that we have not been able to provide our dealers with a comfortable selling stock of cars." Manufacturing schedules indicate that the first-quarter will be the biggest in automotive history.



The Detroit News

THE HOME NEWSPAPER

Weekday Circulation 442,656—Sunday Circulation 549,629 ABC 9/30/54

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Chicago Office: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill. • Pacific Coast: 785 Market Street, San Francisco, Calif.



Personal Progress Meetings Teach Through Listen, See and Do

ICP is convinced that men can learn the art of creative sales thinking by study and practice. See how they're teaching men to sell with ideas. See how the theory is made workable in its application to common every-day selling situations.

Let's look in on one of 12 similar division meetings held in 1954 as part of the Personal Progress Program. This is the meeting in which the major theme was "Creative Selling." It produced some astonishing results.

First regular session, on a Tuesday, opened with a lecture on 30 principles of Creative Selling. Monday had been reserved for a trip to the Kimberly-Clark factory in Neenah, Wis., where ICP products are manufactured.

At this time the salesmen were reminded that there are many "think techniques" for finding Creative Selling ideas. Such ideas may be inspired, for example, through keeping a notebook to "jot down sudden illuminations, brainstorm, even wild ideas, or fragmentary ideas" . . . through sharing one's own ideas in conversation and thus profiting from the stimulation of discussion . . . through browsing in books . . . seeking analogies . . . setting up trial themes . . . collecting facts on spe-

cial subjects . . . reviewing earlier successful promotion.

To pin down the teaching principle upon which the meeting was based, this lecture was the "listen" part of the tested "listen-see-do" formula that seems to be so effective in helping people to learn rapidly.

The lecture was immediately followed by the showing of actual samples of ideas ICP salesmen themselves had developed and used, which demonstrated application of one or more of the principles (the "see" factor). One was a presentation, worked out by a Cincinnati salesman, which sold a promotional plan to 12 out of 13 prospective accounts for a total volume of \$125,000.

Then came the "do."

Late Tuesday all salesmen were given assignments and told, "Tomorrow is your day. Prepare a presentation running from eight to 15 minutes." These assignments were so arranged that three different men had a go at the same problem.

Sample assignment:

You have seen tie-in promotions staged by other manufacturers. For example:

Not long ago Swans Down Pancake Flour and Log Cabin Syrup were promoted together.

Last summer you saw Coca-Cola promoted with other grocery products: picnic supplies, cold cuts, etc. Currently, the Morton Salt Co. is running a campaign tying in with various produce items. You have seen its latest color ad, "Any grapefruit worth its salt, is worth Morton's."

Your assignment:

Explore the possibility of a national tie-in promotion with Kleenex and the products of some other manufacturer.

Sample assignment:

You contact a Direct Super Market chain. It consists of 10 large stores, all located in your headquarters city. Kleenex and Delsey are located in the Paper Goods Section of all stores. Kotex, however, is stocked only in the Drug Department.

Your previous requests to have Kotex moved to the Paper Goods Section have been favorably received by the Merchandising Manager. The Merchandise Committee

Salesman's Workshop: Laboratory for Creative Selling Ideas



Quiet, Please; Imagination at Work: The theory is simple. Men learn by doing. At ICP's Personal Progress meetings salesmen start with a specific selling situation, develop a merchandising idea keyed to the needs of the buyer, organize it into a store-level plan, and then custom-build

a personalized visual sales tool which packages it. Then each man makes his presentation before the group. While these hand-hewn visuals lack the style and polish of the professional layout man, artist and typographer, it is this quality which gives them much of their selling power.

Your Assignment: Prepare a graphic selling presentation. Show *WHY* Kotex should be stocked in the Paper Goods Section. Give this presentation to the Merchandising Manager. Show him how to present it to the next meeting of the Merchandise Committee.

At this point a curtain was drawn to reveal the "Salesmen's Creative Workshop." On tables and drawing boards and desks were piled all the working tools the men might need: show cards, India ink, crayons, brushes, scissors, pins, cellophane tape, booklets, folders, binders . . . dozens of other items that might be required to build a custom-designed and hand-fabricated visual.

The men were then divided into three groups of eight among whom

no two had the same assignment. The groups were told to get together and have a bull session . . . to engage in a cross-discussion about the various assignments, to trade ideas, for as long as they cared to. Then they were to break up and each man was to build his own exhibit. In addition to what he could draw out of his fellow salesmen in the group meeting, any man could talk to his own division manager or supervisor, or to the field sales manager or his assistant. These "consultants" were on the job until two o'clock in the morning.

"A real clambake" said one ICP man of the Wednesday session at which the presentations were made.

Says Field Sales Manager French: "One of the striking things about the presentations—one which greatly increased their value—was the contrast

in interpretations of the same assignment. In most cases we got three *totally* different approaches."

The three men having any one assignment came to the platform together. They explained in a way of their own choosing the nature of the problem, told what went on in group discussion the night before. Then each man made his own presentation. Each cited the principles discussed earlier in the program, which he tried to apply.

After each group of three presentations, there was open discussion, not on platform presence and speech quality, but on the *thought-content* of what the man had to offer. Dr. Bender appraised each presentation on the basis of the creative thinking that went into it as well as the salesman's delivery of it.



TOOL MAKERS: Salesman's Creative Workshop first set up at a Personal Progress meeting to teach techniques for making visual selling aids inspired similar setups in division headquarters offices. Here three salesmen in ICP New York office on Park Avenue are pooling their ideas for a flip-flop presentation to win point of purchase tie-ins for a spring promotion.

Final day of the meeting was divided into three parts. In a half-morning session called "Meet the Men Behind You," the head of one of the home office departments explained his job, answered questions. A different man appeared at each of the 12 Personal Progress meetings—administration, traffic, personnel, office management, production liaison . . . all were represented—but transcripts were made of all talks and distributed to all sales personnel, so there was complete communication but no repetition in speeches.

Second half of the morning was devoted to product training. ICP gives its salesmen almost no technical information—sees no point in doing so. But, since the company does make quality products, the men must know—and be able to demonstrate—why their products are superior.

"Show" Appeal

A "show" appeal was built into this part of the program through a series of simple demonstrations, some of which revealed facts that were news even to some of the company officers who sat in on the meeting.

A single example:

There was a simple chemical test to prove that Kleenex is made of pure

sulphite pulp, while widely sold competing products have some content of ground wood pulp. What this means in terms of consumer benefits: Kleenex is both velvety to the touch, and lint-free (important to people having allergies). A speaker exhibited two square blocks of polished spruce, one larger than the other. "It takes a block of wood this big (showing the larger) to make a box of 200 sheets of Kleenex. . . . If we used ground wood, it would take a block only this big (showing the smaller)."

Impression Strong

"Simple things to remember," commented one ICP man. "But the impression is strong."

In the final session the time was devoted to a problem of personal management: how to budget and manage personal income.

Company headquarters men had had questions thrown at them, from time to time, which indicated the appetite for more information on money problems. "What's a share of stock?" "If I want to buy some stock in the company, do I write you a letter?" "How much is stock?" "How come its price changes all the time?" "What's a dividend?" "Should I buy a house?"

In the opening lecture it was made clear that what the men do with the money they earn is strictly their own business . . . "but because many of our younger men have never had any training to help them with budget and investment problems, we have planned this session. We do not think you will find it dull. If you do, you are not compelled to stay."

The lecture called "They're Your Dollars" was later edited, illustrated and put into book form. Following its publication a copy was sent to all salesmen in the field, and a separate copy to their wives. It is a guide to family budgeting and systematic savings programs. It also covers such important items as "Shall we buy or rent?" "Making a Will," "Teaching Youngsters the Value of A Dollar."

After the lecture a film, produced by the New York Stock Exchange and titled "What Makes Us Tick?" was shown. It's an animated cartoon story of a little man who starts with the proverbial shoestring and winds up with a company whose stock is listed on the big board.

Absorbing Session

This was followed by a guest speaker, a partner in one of the large stock exchange houses, who "knew just how to tune in on our audience," as one ICP man expressed it. After his talk there was a question session which the salesmen found so absorbing that it merged into dinner and ran on into the evening.

An ICP headquarters man speaking: "Since that time I know personally of 50 cases where our salesmen have gone out to their own brokers and bought company stock. There must be 40 or more who have bought their own homes. The point is this: We can't answer *all* questions about personal financial management. But we did do what we hoped to do—to pique the men's curiosity, to arouse in them a much deeper interest in learning how to manage their family finances."

So much for the 1954 Personal Progress meeting for salesmen. Now let's take a look at the way the program content was changed to meet the needs of the division managers and division supervisors.

**This report begins on page 36
It continues on page 100**

ICP MANPOWER DEVELOPMENT — CONTINUED



**To sell more
where more is sold
it's **FIRST 3 FIRST!****

Concentrate in the three markets that account for 18% of total U. S. Retail Sales. Then, pre-sell more than 3-of-every-5 families in these markets—and you have the kind of purchasing power that really brings back big returns.

That's exactly what you get when FIRST 3 MARKETS carries your sales message to the city and suburban markets of New York, Chicago and Philadelphia. These areas account for $\frac{1}{4}$ of Drug sales, $\frac{1}{5}$ of Food sales, $\frac{1}{5}$ of Furniture and Appliance sales, and more than $\frac{1}{4}$ of total U. S. Apparel sales.

General Magazines, Syndicated Sunday Supplements, Radio and TV family coverage thins out in these concentrated super-sales areas. Only FIRST 3 MARKETS is especially geared to deliver saturating coverage in America's three top markets. For advertising that sells *more* where *more* is sold it's FIRST 3 FIRST.

Circulation in excess of 6 Million.



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News

Colorato Magazine

Chicago Sunday Tribune

Magazine

Philadelphia Sunday Inquirer

"Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, VANDERBILT 6-4894 • Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GARFIELD 1-7946 • Los Angeles 5, Calif., 3480 Wilshire Boulevard, DUNKIRK 5-9557

MARCH 15, 1955

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Middle Management Version: Here The Theme Is Creative Leadership

Division managers and supervisors are not "forgotten men" in the Personal Progress Program. These men seek to enhance their skills in business management, and to broaden their capabilities as effective developers of men.

In the minds of ICP home office executives, the training of middle management is as urgent as the training of salesmen.

For the two middle management groups—the division managers and division supervisors—the "Creative Selling" theme becomes "Creative Leadership."

In ICP the division supervisor is not an assistant division manager. The division manager is responsible for the performance of his entire division; his functions are largely over-all planning and administration. The division supervisor's main job is manpower development. For this reason Personal Progress meetings for these two groups are held separately. They are held twice a year.

Added Ingredient

There's an important added ingredient in the middle management training program: Beginning in March 1954, division supervisors were taken out of the field, one at a time, and brought into the home office for four weeks. During this period they had three assignments:

1. To learn all they could about the business as a whole, about home office operation. How: Conferences with every department head and with the advertising agency. "For instance, they follow the progress of an order from the time it originates to the moment it winds up as a series of holes on a punch card."

2. To work out a special assignment on some current management problem. Example: Study all field forms to uncover duplication and waste effort, recommend improvement.

3. To prepare a written report telling the headquarters office what they feel is being done wrong, suggesting how it can be done better. Object: to emphasize the need for

constructive criticism, to control unjustified griping.

Results have been so good that a similar plan is to be put into operation for the division managers.

A brief look at one of the 1954 meetings for supervisors will serve to show how the Personal Progress sessions are keyed to the needs of the middle management group.

Case Studies

Half of one day was given over to reports on an assignment made in advance. Each manager was asked to prepare a case study on a manpower problem as encountered in some individual in his division. Each report was followed by a discussion.

Then came a workout on territory analysis. "If you ask a man to give you a territory analysis, you usually get a mere play-back of statistics furnished him by the Research Department. We think there's much more to be said and done . . ."

The men were divided into teams of three, asked to take a territory of their own selection and prepare a three-part analysis: (1) to get the facts; (2) to summarize the conclusions to be drawn from the facts; (3) to make recommendations for positive action which seems dictated by the conclusions.

In the reporting, one team man handled No. 1; another, No. 2; the third, No. 3.

As a logical follow-up to a more general discussion of leadership, which was part of the previous year's meetings, the second day's subject was leadership qualities. To sharpen focus, attention was directed to six objectives:

1. Improving communications, with specific reference to the conduct of better sales meetings.

2. Teaching salesmen techniques for self-improvement.

3. Promoting better human rela-

tions with salesmen and their families.

4. Teaching creativity.

5. Influencing and promoting company policies.

6. Lifting morale.

Here, once again, there were team assignments. Each team was given the freedom of planning the presentation of its findings. Five out of the six groups elected skits. The meeting turned into a show in which role-playing, well salted with humor, made serious lessons easy to take.

Says French: "It worked beautifully."

Questions Invited

In these meetings as well as the Personal Progress meetings of the salesmen, top management is present some of the time to show its real and active interest in and support of the program; also to answer any questions the men may wish to ask.

"They ask about anything—from the annual report to warehouse management—and we love it!" says President Phenner.

ICP MANPOWER DEVELOPMENT

This Report
starts on page 36.



**In Chicago, it takes 2—
to make connections**

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



**CHICAGO
SUN-TIMES**

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

MARCH 15, 1955

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SALESMAN JAMES MULDOON, New York, shows visual presentation he created last December to sell Delsey.



He gives timeliness to his words-and-pictures story by reference to coming holiday season. Comments are short.



Advertising plan is introduced to chain store buyers naturally, easily: 4 rolls of Delsey for price of 3.



He wisely devotes special attention to advertising scheduled for the Metropolitan New York area . . . finds a simple but effective way to suggest repeated impact on local

This Is the Pay-Off: Carloads And Carloads of Extra Volume

Dividends came fast. Today as skills in applying creative selling techniques are refined through practice, salesmen are improving their call-efficiency. Their sights are high, they're thinking big-volume, and they're getting it.

"The success of the Creative Selling Program is already established."—L. E. Phenner, President.

To any skeptic who says, "The theory of this Creative Selling idea is fine. But *what happened?*" there is a thoroughly documented and provable answer.

The results have been good to spectacular.

A day seldom passes when the home office fails to receive one or more samples of personalized custom-built visual presentations carpentered by salesmen and successfully used by them. The orders are there to prove it.

Let's look at some samples:

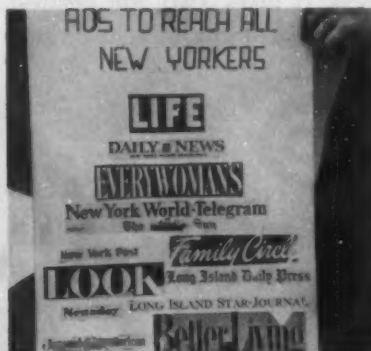
Case No. 1: Selling a new product.

An ICP man sought to interest a retailer in actively promoting and advertising the new Jumbo Kleenex. For the cover of his visual he took a cutout of Little Lulu and put it together with a cutout of the new package to look as though Little Lulu were carrying it. First page: "Flash! Another blessed event for Kleenex!" Illustration: picture of a stork cut

out of a magazine. There followed a page on which, in terse copy, uses of the new package were summarized. Then, "Your market . . . and your store" [is where this product can be sold.] Following this came a summary of ICP national advertising on the new package, with samples. Even the "how much does it cost?" question was answered with imagination: The salesman cut figures out of purple paper and pasted them on a yellow background. Climax pages dealt with the salesman's recommended promotional plan. . . . "This is my plan for you." There was even a mock-up of a handbill. In the classic style of good salesmanship, the last page asked for the order and offered an order blank. . . . The salesman *did* get the order.

Comments Field Sales Manager French: "This isn't the best this man will ever do, but now he's got his feet wet. He knows the Creative Selling idea works."

Case No. 2: Capitalizing on a holiday. This one was worked out by a retail salesman on the Coast



consumers. . . . After giving prospects a foretaste of premium offer, Muldoon winds up with a color photo of a mass display which he hopes to persuade stores to use.

who had been with the company only six months. He wanted to offer a local super market chain something that would capitalize on the time-liness of Thanksgiving. He headlined his presentation with a question: "Thanksgiving is coming. Do you want to increase your holiday business? Here's how!" A succeeding page, illustrated with a picture of a complete turkey dinner cut out of one of the women's magazines, made this original suggestion:

"Give away a turkey dinner. Three or four weeks prior to Thanksgiving announce in your store that you're going to do this. To enter, a customer writes her name and address on a Kleenex box mat, tears the mat off and deposits it in a large dummy box near the Kleenex display."

The salesman provided a mock-up of a newspaper advertisement announcing the giveaway: "Have Thanksgiving dinner on us." "Notice," an ICP headquarters man says, "that the clever part of this is that it was no Kleenex promotion as such. There wasn't even a price in the suggested ad. But the customer had to come to the Kleenex display in

order to deposit the entry blank."

In a pocket in the presentation was a proof of an outdoor advertisement which the salesman could show if he chose. There was also a copy of *Turnstile*, distributed through the super market chain, together with proofs of Kleenex advertisements which were to run in that medium through the remainder of the year.

"We don't expect chain units to run an advertisement for us just because we advertise in the magazine they distribute, but if we can show them how to merchandise their advertising . . . how we can tie in with a theme in their own book (Thanksgiving), then that's what we think of as a constructive approach."

This salesman, too, got the order. The home office thought so well of the free-turkey-dinner idea that it duplicated the whole presentation, made up cue sheets, packaged all in a folder and sent it, with a letter, to every ICP man in the country. It's an idea that can be used almost anywhere, any time.

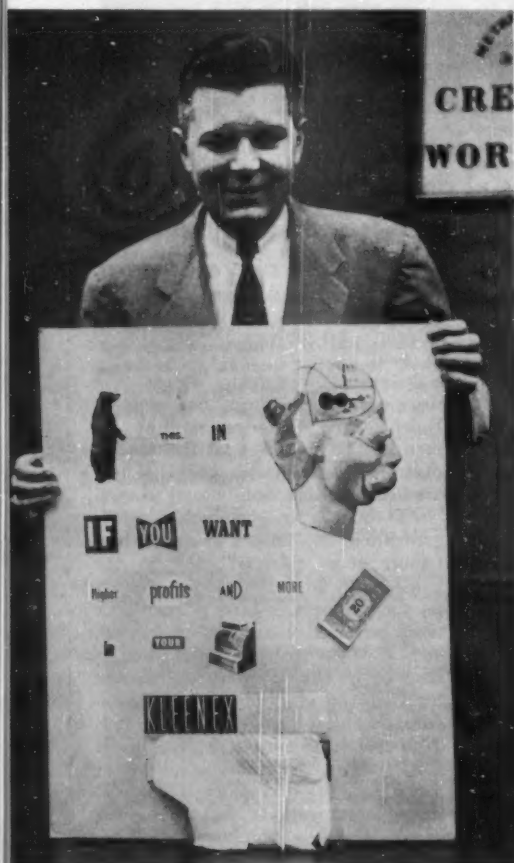
Case No. 3: How to excite a buyer.
This one was the product of a man

who is also an amateur artist. Jumbo Kleenex was introduced July 3. There was a holiday weekend, according to the calendar, so buyers couldn't be expected at their desks until Monday, July 5. When one buyer came to his desk Monday morning he found an unusual package.

The package bore \$1.50 worth of stamps, and one line on the outside said, "There's one more fire-cracker left." Inside was a plain brown wrap, then a party wrap with an elephant design, with the buyer's name on the front. The message inside went something like this:

"Dear Joe: As soon as possible I'd like to discuss with you a remarkable opportunity for greater facial tissue sales. Kleenex again leads! Your first order can be on the way tomorrow. Won't you wire today for a carload of Jumbo Kleenex No. 2215? Our outstanding display team will build and maintain all displays for its introduction to your customers. We have many new point-of-purchase materials."

Beyond the message was a selling brochure on Jumbo Kleenex. The

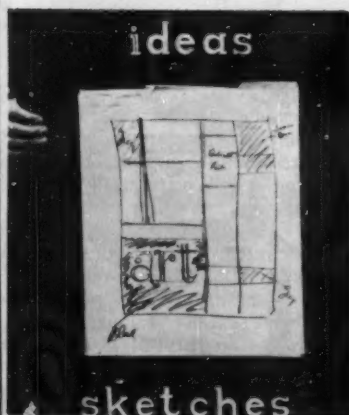


Comes Natch'rally: Trainers Use Visuals to Teach Use of Visuals

To think of ICP's home-baked presentations as novelty devices to catch the momentary attention of a bored buyer is to miss the point. Object is to achieve meaningful communication, to take advantage of the fact that people remember much more of what they see than what they hear.

To demonstrate how easy it is to "picturize," Division Manager Bill Yankus shows men how to "use what you have . . . magazines, newspapers, your own promotional materials . . ." Translation of his board: "Bear this in mind if you want higher profits and more dollars in your cash register."

Center: sketch pad shows salesmen how to present suggested advertising layouts. Right: Trainers use home-made flash pieces like this one to stress important points in sales meetings.



salesman's card was attached to the bottom of the page with a sketched telephone wire leading to the telephone number. Finally, a price list and a picture of the new package.

From the salesman's report: "That afternoon Joe called the office and instead of saying, merely, 'I'd like to place an order,' he said, 'How do I go about promoting Jumbo Kleenex?'"

This salesman sold six carloads of Jumbo Kleenex in one month with this one idea.

Case No. 4: Opening a closed door. When ICP came out with its tie-up with Golden Books ("Little Lulu and Her Magic Tricks") one salesman listed 13 important accounts he wanted to make a special presentation to. His presentation was made up on 12" x 24" cards, with paste-ups of Little Lulu, slogans, boxes of Kleenex, and lettering in color. He sold 12 of his 13 prospects.

At one chain headquarters he had a favorable reaction from the buyer, but knowing the promotion would have to go to the merchandising committee, the salesman had fortified himself with miniature duplicates of his original presentation which he figured he would give the buyer to pass on to each member of the committee. When he brought up the subject the buyer said, "I will *not* present this to the Merchandising Committee . . . but you will. It's one of the finest presentations I've ever heard." It was the first time an ICP man had ever been invited to appear before the merchandising group in that chain.

Pay-off: sales volume of \$125,000.

Case No. 5: Turning a 'no' into a 'yes.' One large chain customer had turned down a Delsey Toilet Tissue promotion. But the salesman reversed the unfavorable decision with a presentation embodying a simple approach. He titled it, "Buy as You Sell," the theme of the chain's anniversary program. He offered specific suggestions for advertising and in-store promotion. Report: One week later, two carloads of Delsey.

Case No. 6: Using Creative Selling to sell creative selling. "If," says an ICP home office executive, "our division managers and supervisors can't themselves be creative in their sales thinking, then our program

would surely fall down." Here's how one division supervisor used the custom-built presentation theory to sell the idea of the creative sales approach to his men:

Using Petty playing cards and colored ink, his "visual" talks in poker terms. "Hey, Don . . . there's one seat open at this poker table and you hold a royal flush. Your ace of aces is inventory." Below is short bit of copy on importance of keeping inventories up to date. "Your king is the king of distribution." Again, short comment below. "Your queen is the queen of presentation." Comment. "Your jack is the jack of promotion. Your 10 is the 10 of displays . . . yes, Don, this time you've really got 'em, so stack 'em (naming each, each illustrated with colored poker chip) and play 'em to win!"

"Why," inquires French, "why

doesn't our Sales Promotion Department prepare these things and dress them up with beautiful art work and colored covers? Because we think there is no substitute for the custom-element, the personalization that can be built into a handmade job. Even though the salesman's efforts are, admittedly, amateur stuff besides what might be turned out by the Promotion Department, they have a tremendous impact on prospects. 'Someone took the trouble to do something specially for me.' It's like receiving a hand-written letter.

"We've hardly scratched the surface with this Creative Selling Program. It's one of the ways for an ICP man to be the 'one man in twenty,' and the beauty of it is that its capable of infinite variation. It's selling as we like to do it—and selling as the customer likes it. It's selling with ideas."

"Worth It," Says Management, Appraising Its Six-Figure Investment

The results of ICP's manpower development program cannot be measured in terms of dollars. Immediate commercial benefits are big in themselves, but the intangible and by-product values help to enrich the overall return.

The Personal Progress Program at ICP cost about \$100,000 last year.

But management has looked at the measureable values, the intangible values, and the by-products, and has found them profitable and good. Aside from the purely "commercial" values, every top executive in the company, during the research for this report, spoke, too, of the "tremendous moral satisfaction" that comes from seeing men discover their latent abilities and develop into more productive, better-adjusted individuals.

PP is now in the early stages of extension among the personnel of some of ICP's overseas division. "It's a long-range thing," says President Phenner, "and a long-distance program. So naturally we can't move so fast, get as much out of our effort, as we do here because we miss the personal contact. But we have

accomplished some remarkable things by mail."

In the introduction (page 36) were summarized the more important benefits of PP as evaluated by top men at ICP. But this summary doesn't tell the whole story. There are some corollaries.

For one thing, the field sales organization has been able to contribute some talented men to the home office, and to other departments in the business. Among them are two assistant advertising managers, one of whom has since gone to England to become advertising manager for Cellucotton Products, Ltd., London.

Another benefit is strengthened good will in the trade. ICP never looks for sales candidates in customer organizations, but a number of men employed by customers have voluntarily applied for ICP jobs—

to sell it...display it!

whether in

**SALES, ADVERTISING
or MERCHANDISING**

DON'T MISS...

NEW ideas

NEW techniques

NEW developments

POINT-OF-PURCHASE

9th Annual POPAI Symposium and Exhibit

APRIL 5-6-7, 1955 · PALMER HOUSE, CHICAGO

EXHIBITS

3-day exhibit — admission free

Tuesday, April 5th 10 a.m. to 6 p.m.

Wednesday, April 6th 10 a.m. to 8 p.m.

Thursday, April 7th 10 a.m. to 6 p.m.

MERCHANDISING FORUM

A panel of several of the nation's top sales and advertising executives will be moderated by Ralph Head, Account Supervisor, Batten, Barton, Durstine & Osborne, New York. To be held April 5th from 2:30 p.m. to 5:00 p.m.

SYMPOSIUM — LUNCHEON

This annual feature in the Grand Ballroom, Palmer House, Wednesday Noon, Apr. 6, 1955. Distinguished guest speaker: General Carlos P. Romulo. All finished by 2:30 p.m.



General Carlos P. Romulo has been President of Fourth General Assembly of the United Nations, Ambassador to the United States, and Chairman of the Philippines Delegation to the Ninth Session of the United Nations. He served as aide-de-camp to General Douglas MacArthur on Bataan, Corregidor, and Australia. At present he is the special, personal envoy of the President of the Philippines to the United States.

**The biggest and only national exhibit
of Point-of-Purchase advertising —
All types, All materials, All dimensions**

DOOR PRIZES

USE THIS COUPON TO ORDER YOUR TICKETS NOW!



POINT-OF-PURCHASE ADVERTISING INSTITUTE, Inc.
11 West 42nd Street, New York 36, New York 5

GENTLEMEN: Please send the following tickets:

_____ April 6 Symposium Tickets, including Luncheon at \$7.50 each. Palmer House Grand Ballroom. My check is enclosed.

_____ FREE Tickets for admittance to Exhibit of Point-of-Purchase Displays. Good all three days—April 5, 6, and 7, 1955.

NAME.....TITLE.....

COMPANY.....

STREET.....

CITY.....ZONE.....STATE.....

"Doubling our appropriations," says...



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consultants to management on selling and distribution

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LA GRANGE, ILL.

FLEETWOOD 2-3263

THE WALL STREET JOURNAL
44 Broad Street
New York 4, New York

January 14, 1955

Gentlemen:

Enclosed please find our check No. 260 for 1955, and we wouldn't be without WALL STREET JOURNAL.

It keeps us fully informed of the forward thinking or future thinking of major companies and major industries -- market changes, trends and personalities.

Our organization, which is a highly specialized marketing and distribution firm of management engineers, has been advertising in the WALL STREET JOURNAL for about six months, and for the first six months of 1955, we are doubling our appropriations because of the results obtained.

We would be very happy to have you use us as a reference.

Cordially yours,
STELTENKAMP WILSON & ASSOCS.

M. Robert Wilson
M. Robert Wilson

MRW/jld
Enclosure:

What do Selling Experts Say?

Ever notice how much linage The Wall Street Journal carries from sales, marketing, management and advertising firms? These experts can be expected to choose advertising media for themselves as carefully as they do for their clients.

Only concrete results count with these gentlemen. The Wall Street Journal, edited for executives who have the influence and authority to make things happen, can be counted on for results ... and experts know it.

Circulation: 317,381

ABC attained - Sept. 30, 1954

THE WALL STREET JOURNAL

Published at

NEW YORK
44 Broad St.
DALLAS
911 Young St.

CHICAGO
711 W. Monroe St.
SAN FRANCISCO
415 Bush St.

and gotten them. In each case they explained they were moved by the admiration they had developed for the spirit and working methods of the ICP men who called on them. In at least one case a man, long associated with another large manufacturing organization selling to the same field as ICP, urged a chain buyer, who felt that he wanted to get into selling, to seek a berth with ICP. "If," says GSM Souders, "people out in the field who have no contacts with us other than acquaintance or friendship with our field salespeople ... if they get the impression they'd like to work for us, that's an intangible dividend produced by our manpower program."

Flow of Ideas

Home office men speak, too, of the value they place on still another product of PP: the greatly increased flow of usable ideas from all quarters. President Phenner: "Under the new philosophy under which we're working, ideas come not only from the sales organization, but from other departments ... from credits, and accounting and warehousing, for example. We are trying to get away from the stultifying notion that a job goes from 'here' to 'there' and ends 'there.' And we're doing it."

Field Sales Manager French: "You can point in almost any direction from this office and find an example of an important working idea that originated not here, but somewhere in the field."

One of the by-products of PP is a program started in 1953 for non-sales management personnel. The group takes in department managers, supervisors, and section heads. In it are such men as the office manager, order department manager, office services manager, statistical department manager, accounting department manager, credit manager, budget director and chief auditor. They meet one-half day each month in their own Personnel Progress Program. Clark Carnes, personnel director of ICP, is in charge of it; Dr. Bender is discussion leader.

Objectives are to provide an opportunity for administrators to learn the new techniques of administration and to keep themselves in a "forward-looking" frame of mind. And to give them materials and tools and techniques with which to train their deputies. "We hope, as these deputies become principals, they will not have to start from the threshold of learning in administration." Out of this program, too, are coming worth-while results.

SALES MANAGEMENT

"Within the last 12 months we have witnessed the lowest rate of labor turnover at ICP in all departments. This is only one of the benefits we are deriving from our Personal Progress Program for administrators and supervisors," says President Phenner.

From the standpoint of sales executives in other companies and other industries, ICP's most envied accomplishment would probably be that of reduced turnover. "Since it costs us about \$7,500 to hire, train and equip a salesman, obviously a reduction of only one or two percentage points in turnover achieves a big saving," says GSM Souders. "Now that our big years of hiring are over, we're aiming at a turnover record for 1955 of not more than 5%. I think we'll make it."

"Some elements in this entire program could not have been achieved at all: many of them would never have been so effective, without the services of Dr. Bender. In this case, by getting the right outside help, we did better jointly than we could have done alone." **The End**

This report begins on page 36.

KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS

PROMOTIONAL PENS

Finest quality Ball Point Pens—Smearproof Ink—Banker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

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BECOME AN EXPERT SALESMAN

Key salesmen earn \$5,000 to \$10,000 a year and up. Thousands of firms seeking well-trained men. LaSalle trains you rapidly, thoroughly, in spare time at home. Low cost, easy terms. Nearly 50 years' experience—over 200,000 salesmen trained. **FREE 32-PAGE BOOK**, "Salesmanship, the Power that Wins Success," tells today's new opportunities, and how you can prepare for large earnings in this profitable profession. Write TODAY!

LASALLE Extension University, 417 So. Dearborn St.
A Correspondence Institution • Dept. 378-BA, Chicago 5, Ill.

MARCH 15, 1955

SAN JOSE'S APPLIANCE SALES ARE UP!

San Jose Unit Sales	Dishwash	Disposals	Refrig	Television Sets	Woblers	Radios	Forced Air	Furnaces	Laundry Dryers	Ranges
1954	1700	2398	10160	14889	14616	10276	4592	4627	10845	
% Change	+37.4	+148.8	+6.7	-3.4	+2.0	+15.3	+82.5	+16.3	+13.4	

* Pacific Gas & Electric Co.

JUST ANOTHER REASON WHY WE SAY:

It's SAN JOSE for SELL!

San Jose Mercury and News

A RIDDER NEWSPAPER

REPRESENTED NATIONALLY BY RIDDER-JOHNS, INC.

Combined Daily Circulation Now Over 85,000.



HOW TO FIND NEW CUSTOMERS

When you feel that you have reached all the people interested in your product—it's high time to try selling **direct** to the consumer.

Here at **PLANNED CIRCULATION**, we have screened lists of many potential buyers to widen your selling horizons and open up new fields for your sales.

Let us "spot your prospects" for you and uncover new markets for your goods and services on a nationwide or selected area basis. Our counsel is free and farsighted, our service efficient, and lists we represent are effective.

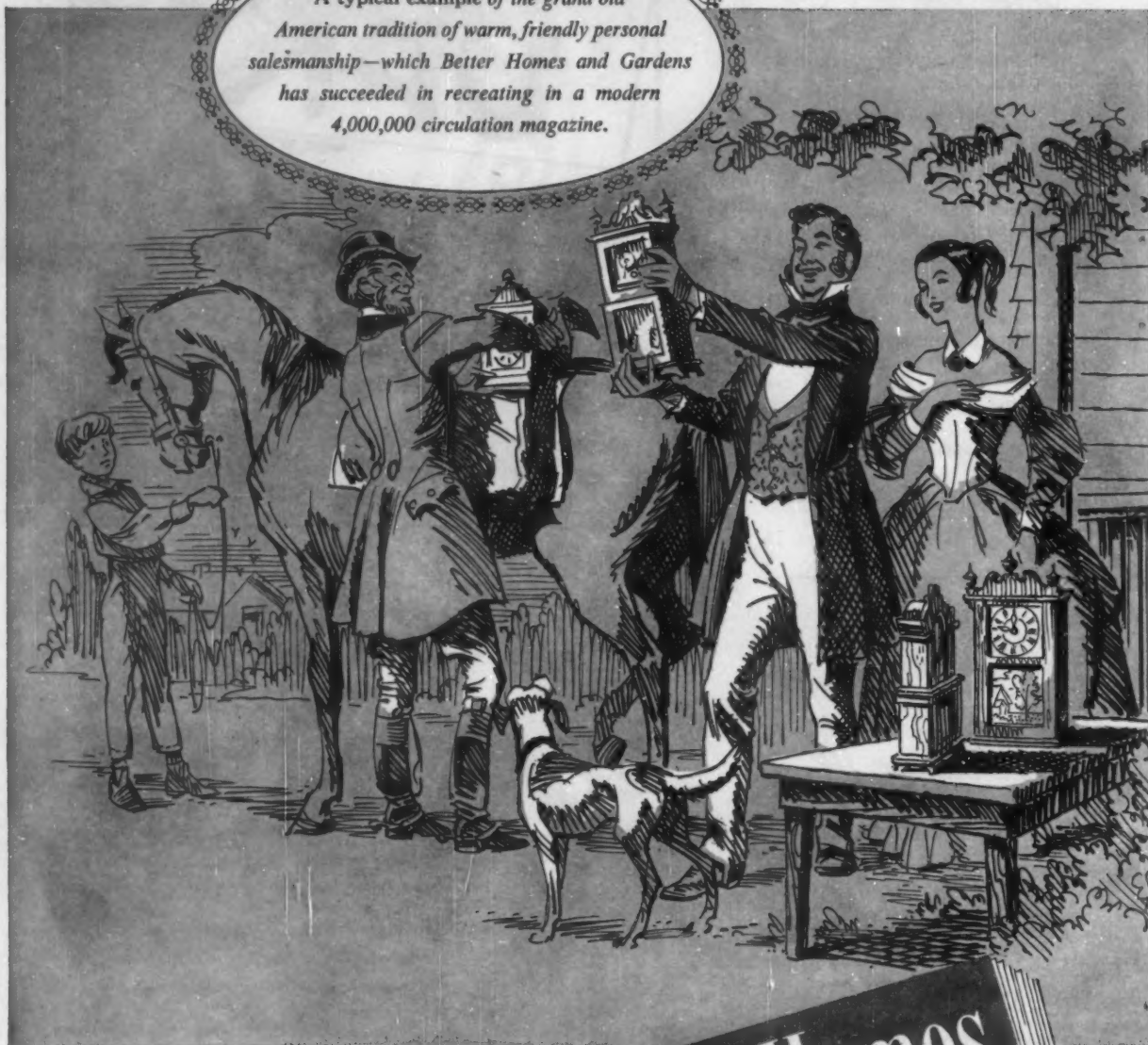
PLANNED CIRCULATION:

19 WEST 44TH STREET, NEW YORK 36, N. Y.

Phone, Murray Hill 7-4158

They bought his clocks so he'd

*A typical example of the grand old
American tradition of warm, friendly personal
salesmanship—which Better Homes and Gardens
has succeeded in recreating in a modern
4,000,000 circulation magazine.*



Better Homes
and Gardens

spend more time with them



—one of
the family——

4,000,000 copies strong

***I** T WAS always a big day for the family when the clock man reined his horse off the turnpike.*

For not only were Eli Terry's saddlebags chock-full of brand-new wooden clocks—carefully crafted by himself and his famous partner, Seth Thomas—but, more important, he himself was chock-full of news and views, conversational spice and sound advice.

So you can easily see why he got such a hearty welcome—why he was asked to make himself at home—for as long as he wished. And why, through so successfully selling himself, he was able to do such a fine job of selling his merchandise—not just to this family, but to the whole neighborhood.

* * *

Now this ability to surround the goods you have to sell with the persuasive friendly atmosphere of good old-fashioned personal salesmanship is often considered pretty much a lost art in these days of mass distribution and mass selling.

But Better Homes & Gardens has never lost this art. For in spite of our tremendous circulation growth—4,000,000 ABC—this happy faculty for building lasting friendships still happens to be our chief stock in trade.

Whatever else they may read for passing entertainment, BH&G families look forward to each issue of their favorite magazine for sound, practical advice on how to lead richer, fuller family lives. They learn what to do, how to do it, and what to buy to do it with.

That is why Better Homes & Gardens is more than a magazine to them—why it is a trusted *buying guide*—a Friend of the Family that never fails them.

In fact, so highly do they regard their magazine that they lend it to relatives and friends. And as a result, millions of copies do double and triple duty in neighborhoods throughout the land.

Small wonder, then, that our advertisers are continuously amazed at both the immediate and long pull of their advertisements in BH&G—long after most magazines have been put aside and the effects of other media are gone with the wind.

And even smaller wonder that—up against rougher competition and tougher buyer resistance—they feel they have to have Better Homes & Gardens at the top of their list.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

- To (1) Spot new markets
- (2) Anticipate customer needs and render quick service
- (3) Rescue "lost" customers
- (4) Ease the factor burden
- (5) Determine production and inventory levels in advance
- (6) Analyze sales and production records by day and week . . .

Heli-Coil uses a simple, three-step sales and order analysis that works like this →

You Can Get Management Signals From Customer Orders

Trace the birth of a new market. Come to the rescue of a valued customer because you *anticipate* his needs.

Turn an experimental order into big, steady volume.

"It's a satisfying feeling," says Eduard Baruch, vice-president for sales, Heli-Coil Corp., Danbury, Conn., "to be able to do these things in an orderly, factual manner. It is done with the invaluable direction of accurate, up-to-the-minute sales analysis."

Simpler Classification

In potential markets, Heli-Coil can list any industry that uses a threaded fastener. The company manufactures and markets screw thread inserts which lessen thread wear, stripping, corrosion and vibration. The inserts appear to be coiled wire springs, but they are threaded into metal, plastic or wood to become the holding threads for machine screws or studs. It is just "one" product, but it multiplies into a thousand classifications.

Like many manufacturers, Heli-Coil's defense program headed into high gear when the Korean conflict opened. "It posed the immediate problem," states Baruch, "of increasing

our capacity to manufacture, increasing our inventory to supply demands of the military—without losing sight of the needs of a civilian economy after the shooting-war. The greater part of our volume came from distributors. What part of it was channeled into plants having direct war contracts? How would the cessation of hostilities affect us? What were our potential markets? What sizes, threads, and materials in finished products would we need to inventory to capture those markets?"

Obviously, a multitude of factors had to be (1) isolated and (2) interpreted. To do this, Heli-Coil chose the McBee Keysort system.

The Three Steps

As the system is now set up (see three steps above), a customer's order is converted to a "master." For each classification on the master Heli-Coil creates a notched card. Example: Order calls for inserts where diameter, thread and length are the same, but customer wants part of his shipment made up of one material and the balance of another. Two notched cards are created because of two "material" factors. By sorting with a

needle (step three, above), it is possible to tabulate the demand for various materials. This, in turn, can be crosschecked with diameters, threads, kind of industry and geographic source of orders.

Fast Change

"It's both order analysis and sales analysis," states Baruch. "In our business, at least, nothing is more subject to last-minute blueprint change than size and length of screws. Industry expects and needs quick service in our field. That's the first contribution our system makes. Our analysis determines production schedules and inventory levels."

One of the most valuable by-products of the system, according to Baruch, is that it enables the company to spot new markets: "It's a fascinating game for sales management to see new potentials present themselves. Since our field covers the whole complexity of American industry, it is practically impossible for anyone to know where stress and corrosion will show up. Yet, we do it regularly and easily. In retrospect, we can trace the birth of a new market. A bit of investigation turns up the industry's

SALES ORDER		DATE OF ORDER		CUSTOMER'S ORDER NO.		DATE ORDERED		DATE ORDER RECEIVED		DATE ORDER SHIPPED	
BS		12-17-54		OP - 8567		12-18-54		D 412415		PROMISED SHIPMENT	
CONTRACT NO.		DOE		AGENT ACCOUNT							
SOLD TO		X Y Z MACHINE COMPANY		3932		8					
13 SOUTH AVE.		BOSTON, MASS.									
QUANTITY ON ORDER		DESCRIPTION		UNIT PRICE		AMOUNT					
5,000		1185-4CN X 3/8 INSERTS 1/4-20		.045							

Step 1—Converting: When customer's order is received, order data is converted to holes punched around margin of Keysort sales analysis card. A hole is punched for each factor, such as sales agent, type of industry, customer, product classification, product specifications, price, shipping instructions, etc. Later analysis of this information helps Heli-Coil plan production schedules and inventory levels and operate on "current information."



Step 2—Coding: Key punch operator notches edge of cards to code information about customer and his order. If customer orders product made of stainless steel, operator punches "4" under "Material."



Step 3—Sorting: To sort for a factor, such as trend to stainless steel orders, operator inserts sorting needle at point "4" in card stack. All stainless steel orders, unsupported by notching at that point, drop down.

problem our inserts have solved. Then it's a comparatively simple matter to seek out similar prospects, alert our sales agents and distributors to a new potential for volume."

Baruch points out how this form of sales analysis helps to serve customers. Repair kits, he says, have become a popular classification. Apparently many stripped and worn threads cannot be remedied by the common method of drilling, tapping and using oversize bolts. The automotive spark plug is a common example. Characteristically, the only solution has been the expensive and wasteful method of replacing parts. Says Baruch: "By sales analysis we've been able to recognize frequently recurring thread problems where protecting inserts have not been used in original equipment . . . and to design and stock special repair kits."

What about simplicity? "That's the beauty of the system," Baruch states. "With our range of classifications, the

'factor burden' to come up with management answers is considerable. Our analysis load is further complicated because we manufacture and market taps, gauges and inserting tools to meet various installation situations. Yet, we process each day's load daily and our reports are issued weekly. So, we are operating on current information affecting sales direction and production scheduling. That's a vital factor when one considers that our own operation is, after all, being decided today in thousands of American plants and service organizations. We follow their lead; their fastener problems become our fastener problems. It's essential to know those problems on a weekly basis."

Any manufacturer with costly production headaches, Baruch believes, would consider it a favor to be bailed out of his difficulty. "Our product can solve many of those problems," he says, "but it is sales analysis that turns up the markets." **The End**

MARCH 15, 1955

22nd Annual NATIONAL PREMIUM BUYERS EXPOSITION

Learn HOW to Merchandise
More Profitably with Premiums

ATTEND NPBE

April 18-19-20-21 1955
NAVY PIER-CHICAGO



... the hub of the premium industry

PREMIUM BUYERS and prospective users cannot afford to miss this greatest showing of premium merchandise by the industry's leading suppliers.

FOR ADVANCE CREDENTIALS, write today on your company letterhead to:

A. B. COFFMAN ASSOCIATES, MANAGERS
111 W. Jackson Blvd. • Chicago 4, Ill.

NEW HOPE in the battle against CANCER

THE FIGHT against man's cruellest enemy is far from won. If present rates continue, 23 million living Americans will die of cancer—230,000 this year. And thousands of these will die needlessly—through cancer that could have been cured if treated in time.

ALL THE SAME, there have been victories. Thousands who once would have died are being saved—thanks, in part, to your donations to the American Cancer Society.

AND, LAST YEAR, the Society was able to allocate \$5,000,000 of your donations to research aimed at finding the ultimate cure for all cancer. That's more money than ever before.

MUCH MORE, of course, remains to be done. So please make this year's gift a really generous one!

Cancer

MAN'S CRUELEST ENEMY

Strike back—Give

AMERICAN CANCER SOCIETY



Good Selling Starts with The Prospect's Headache

It goes on from there to help him find a remedy for the headache. It ends with an order and a heap of gratitude from the buyer. A case in point: This story of how a TV salesman got a contract. You may find applicable ideas.

BY TED ISAAC

We were sitting cutting up old touches with a friend of ours the other day—he's a time buyer for a local advertising agency—when he excused himself to answer the telephone.

Seems that the sales manager of a local TV station was on the wire. He'd just heard that our friend had signed a contract with the town's competing station, and he was out for a piece of the pie. Naturally, we only heard one side of the conversation, but it's worth repeating. Our friend said, "Yes, I know your ratings are better than theirs."

Pause for the fellow at the other end to get in his punch. Then, "I admit that, I admit that, Fred. But I'm not going to take any time away from them."

Change My Mind

Another pause. "Sure, I know they'll let me change my mind."

Then another pause while the receiver squawked. Our friend let a little tinge of annoyance creep into his answer. "Damn it, I told you I'm not going to take any time away from them. Jim Carr showed me how I could lick a tough problem and I owe it to him to give him the whole thing."

Another wait. "Sure. Sure, your boys were in to see me as often as he was."

"But all they did was call on me. Jim actually solved my problem."

A final pause. "They get the whole budget and that's all there is to it." We looked at the ceiling, not expecting our friend to say anything about what had obviously been a sticky conversation. But even after he hung up, he wanted to talk about it. So we listened.

The story as it developed illustrates

a sales factor we've been hollering about for a long time: sales loyalty. To us, this means that a man will buy your product—whether it's time or underwear—as long as he's sold on you, your talent and your sincerity.

Salesmen for both local TV stations had been calling on our friend to get some business out of a local theatrical venture that had never used TV. But in '54 the theater managers had told our friend they were willing to give TV a try—if he could convince them that their relatively small budget would pay off.

Our friend told the salesmen for both stations the same thing: "Show me how I can use the budget to do a good job and I'll sell it to the client. Otherwise, no dice."

Both salesmen continued to call on him—with this difference: One kept trying to convince him to spend the client's money; the other, Jim Carr, kept asking questions, suggesting various ways to make the limited budget pay off.

Concentrate Budget

Finally, Jim came up with the idea of using the total budget for a four-week period, rather than spreading it out over the whole season. Our friend liked that idea, but still wasn't convinced that it would do the job. He told Jim so, said he was on the right track, but that the problem was to fill the theater during a three-night period each week when business slumped because of a week-end price rise.

A few days later, Jim was back in our friend's office. He'd obviously done some thinking about the problem. He suggested a saturation program of 13 spots a week for four

weeks—all 13 spots to be run during the two-day period just preceding the weekly slump. Our friend went to the client, sold him the idea, and signed a contract with Jim, who represented the weaker of the two stations in town.

This is where we came in. As soon as the executives of the stronger station heard about the contract, they descended, so our friend reports, like a swarm of Biblical locusts on the land of Egypt. The sales manager and the station manager dropped in to tell our friend the superior virtues of their station and to convince him to take the contract away from the other guy—or at least split it up.

But, said our friend, "I'd be damned if I'd do it. Their salesman knew the problem. He had a chance to help me solve it. But he just tried to sell me the station—and I was already sold on that anyway."

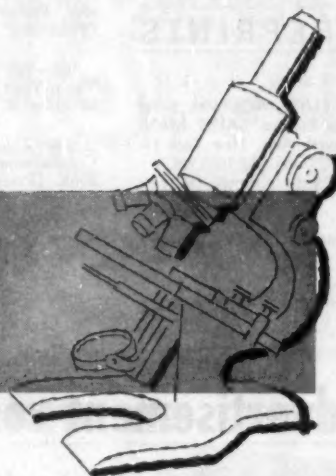
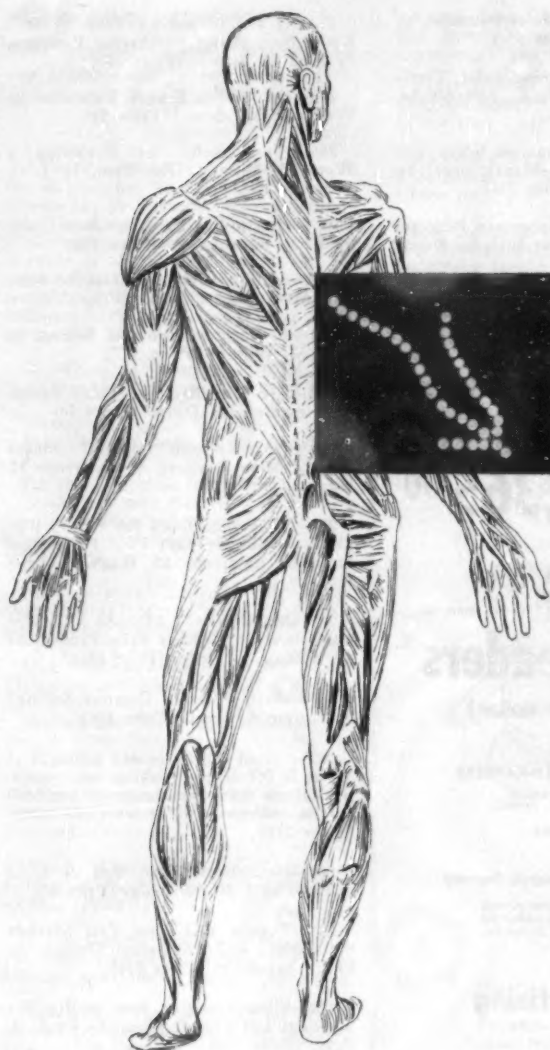
"I Owe It"

"On the other hand," he added, "Jim solved a tough problem for me. He did a damn good job. And even if his station doesn't have the ratings the other boys have, I'm not taking the time away from him. *I owe it to him.*" Of course our friend doesn't talk in italics, but we were amazed that he felt he "owed" something to the salesman.

When we asked him, our friend said he knew he'd get a better dollar value for his money on the other station. But more important to him was that Jim had helped him solve a tough sales problem—both for his client and with his client. He really felt he "owed it to Jim" to advertise on his station. Since the budget wasn't big enough to spread over two stations, that ended the argument as far as he was concerned.

That salesman did a creative job. And he created a personal loyalty in our friend the time buyer, who is a pretty tough cookie most of the time. We think our friend developed a sales loyalty to Jim Carr. And it won't surprise us in the least if we wake up some day soon to find that our two local TV stations have changed places. The last, provided the salesmen continue to carry the ball, shall be first.

The End



Great Discoveries That Really Paid Off!

1939! The Nobel Prize for Medicine is awarded to Gerhard Domagk, a German bacteriologist. The Nazi regime refuses to accept the honor! These were the dramatic facts surrounding the discovery of the streptococci-killing sulfa compounds.

But there's nothing to prevent you from accepting a great promotional discovery—the discovery that 750,000 GRIT Families in 16,000 Small Towns keep up with the big-city Joneses. They, too, prefer advertised drugs and many other brand-promoted products.

GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.

Another Case History Where GRIT Paid Off!

Three leading headache remedies are consistently advertised in GRIT.* Today these three share 45.2% of all headache-remedy sales to GRIT Families.

*Names on request



READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, **SALES MANAGEMENT**, 386 Fourth Ave., New York 16, N. Y.

REPRINTS

304—How Salesmen Can Use Ad Reprints, by Howard G. Sawyer. (Price 10c)

303—The ABC's of Sales Potential, by Eugene J. Bengt. (Price 35c)

302—How to Determine Sales Territory Potentials, by N. R. Ladabouche. (Price 5c)

301—Sell Like a Champion When You Take Your Budget to Management! by William R. Kelly. (Price 25c)

300—This 5-Way Manpower Program Cut Salesmen's Turnover 50%, by Robert Zinn. (Price 25c)

299—We'll Buy from Salesmen With These 13 Qualities, by Norman I. Schaffer. (Price 10c)

298—If I Had Known Then What I Know Now About Purchasing Practices, by Fred G. Prince. (Price 10c)

297—He's a Big League Salesman, by Walter J. Maytham. (Price 5c)

296—Four Rules for Designing a Workable Incentive Pay Plan, by J. O. Vance. (Price 10c)

295—How to Pay Fairly for Auto Costs, by R. E. Runzheimer. (Price 10c)

294—A Current Reading List for Sales Executives and Salesmen. (Price 75c)

293—10 Commandments of Selling, by John M. Wilson. (Price 5c)

292—Are You Really a Sales Executive? by Bernard Davis. (Price 5c)

291—"Management Market" Means Billions More Business, by Lawrence M. Hughes. (Price 25c)

290—Sales Executive's Job Grows Bigger . . . But He Isn't Paid Proportionately, by Lawrence M. Hughes. (Price 35c)

289—Muddled . . . Misused . . . Misunderstood . . . That's Sales Promotion! by William R. Kelly. (Price 25c)

288—Well, What IS Creative Selling? by Arthur A. Hood. (Price 10c)

287—"Good Old-Fashioned Selling" . . . What Is It? 16 top ranking sales executives draw upon experiences of hard-sell eras to indicate how we must sell today. (Price 25c)

286—Instinctively, Are You A Good Leader? by J. H. McQuaig. (Price 5c)

285—Experts Pick Best Test Markets by Regions and Population Groups, by Philip Salisbury. (Price 35c)

284—Films You Can Rent or Buy For Meetings and Training Sessions, by A. B. Ecke. (Price 25c)

283—What a Purchasing Agent Expects from Salesmen and Their Bosses, by George W. Aljian. (Price 10c)

282—What Happens to Margin and Profit When You Cut Prices 5%, 10%, 20%? by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling for Products Sold to Industry (five articles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friendliness Into Your Letters (five articles), by Robert E. Smallwood. (Price 50c)

279—10 Common Weaknesses in Sales Supervision, by C. L. Lapp. (Price 10c)

278—What Distributor Salesmen Want Most in Meetings, by Louis H. Brendel. (Price 10c)

277—How to Determine If Your Product Can Be Sold Door-to-Door, by Norman Brucks. (Price 25c)

276—Why Price is 10th in Buyer Preferences, by David Markstein. (Price 5c)

This advertisement cost \$1,365.00



and was noted by
28% of the women and 39% of the men, or
177,670 readers
(or 130 readers per dollar)

of The Los Angeles **HERALD-EXPRESS**
August 19th, 1954 issue

Space: 1750 lines
based on

Daniel Starch & Staff Research Survey

For information concerning the regular monthly Starch Survey of the Herald-Express, contact the Herald-Express or Moloney, Regan & Schmitt, Inc.

A good illustration of Sound Advertising

1-It stars the **PRODUCT**

2-A low rate factor

3-In a medium where advertising is welcome

**The Los Angeles market is heavily concentrated
in Los Angeles County**

**The HERALD-EXPRESS heavily concentrates its circulation
in Los Angeles County**

The Los Angeles Herald-Express

Largest Evening Newspaper on the Pacific Coast
Circulation over 300,000 ABC

Represented nationally by **MOLONEY, REGAN & SCHMITT**

SALES MANAGEMENT

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

FANCY vs. FACT . . . The Army of the skeptics has been reduced in recent months but its size still remains formidable. To many of them the fact that the predicted depression didn't arrive on 1954 schedule is all the more reason for believing that it will come in 1955. Specific matching facts as observed by Philip Salisbury. (Price 10c ea.; 100 or more 5c ea.)

13 Ways an Executive's Wife Can Help Her Husband Succeed. (Price 5c)

Twenty Things to Do Before Cutting a Price! by Arthur Hood. (Price 5c)

Put the Telephone Into Sales Training . . . and you may discover that planned telephone selling can become one of your most productive marketing aids. (Price 5c)

How to Find, Influence, Sell People Who Buy O.E.M., by Ernst E. Wachsmuth. (Price 10c)

Max Shulman's Subdued "Sell" Calls Collegians to Philip Morris. (Price 10c)

Beating the Clock with Masland: An A-to-Z Sales Setup in 11 Months, by A. R. Hahn. (Price 50c)

Why Does One Man Get the Order Where All Others Fail? by Daniel G. Donovan. (Price 5c)

Which Weaknesses Hurt Your Men Calling on Purchasing Agents? by John E. Bex. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing, by F. C. Minaker and Jack C. Staehle. (Price 10c)

Ideas Which Have Paid Off for Me on 100,000 Dealer Sales Calls, by William C. Dorr. (Price 5c)

"\$100 Million" Advertiser Panel Reports Record Demand for P.O.P.—Eighth Annual Symposium of Point-of-Purchase Advertising Institute (1954). (Price 50c)

800 Models and Many Markets: What Kind of a Sales Setup? by Kenneth E. Joy. (Price 15c)

Why is the "Buying Motive" so Sel-dom Used by Industrial Salesmen? by Waldo Carlton Wright. (Price 10c)

How Do You Know You Can't Sell Your Product by Phone? by Boyce Morgan. (Price 5c)

25 Traits of Successful Salesmen, by Dr. Ben Franklin Bills. (Price 5c)

Disappointment vs. Discouragement, by John M. Wilson. (Price 5c)

26 Traits of the Good Salesman. (Price 5c)

How to Find and Sell "The Man" When You Call on Blue Chip Giants, by Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

Centaur Finds a Short Cut for Handling Salesmen's Expenses, by R. E. Gray. (Price 10c)

Alexander Botts . . . Why I Made Him a Salesman, by William Hazlett Upson. (Price 10c)

Key Questions to Ask Salesmen When You Revamp Territories, by B. M. Austin. (Price 10c)

SHOP TALK—When the Call-Report says "No Sale," by A. R. Hahn. (Price 5c)

P-o-P Cooperative Program Pays Off for Soft Drinks. (Price 10c)

Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

How to Put More Meaning Into Your Sales Language, by William R. Kelly. Part I and Part II. (Price 10c)

CANADIAN EDITION—Survey of Buying Power, May 10, 1954. (Price \$1.00)

The Survey of INDUSTRIAL Buying Power, May 10, 1954. (Price 50c)

NEW 1955 FACTS

About Brand Preferences in St. Paul Available Soon!



This Twin Reads the Dispatch-Pioneer Press

WRITE FOR
Your copy of the
9th annual St. Paul
CONSUMER ANALYSIS

The NEW 1955 St. Paul Dispatch-Pioneer Press Consumer Analysis Survey will give you a razor-sharp picture of the shopping habits and brand preferences of the 427,800* people in the St. Paul "half" of the Twin City Market who spend more than \$554 million a year*

This fact-packed study will soon be available to advertisers and their agencies! Reserve your copy now. Contact your Ridder-Johns representative or write on your company letterhead to Consumer Analysis, Dept. D.

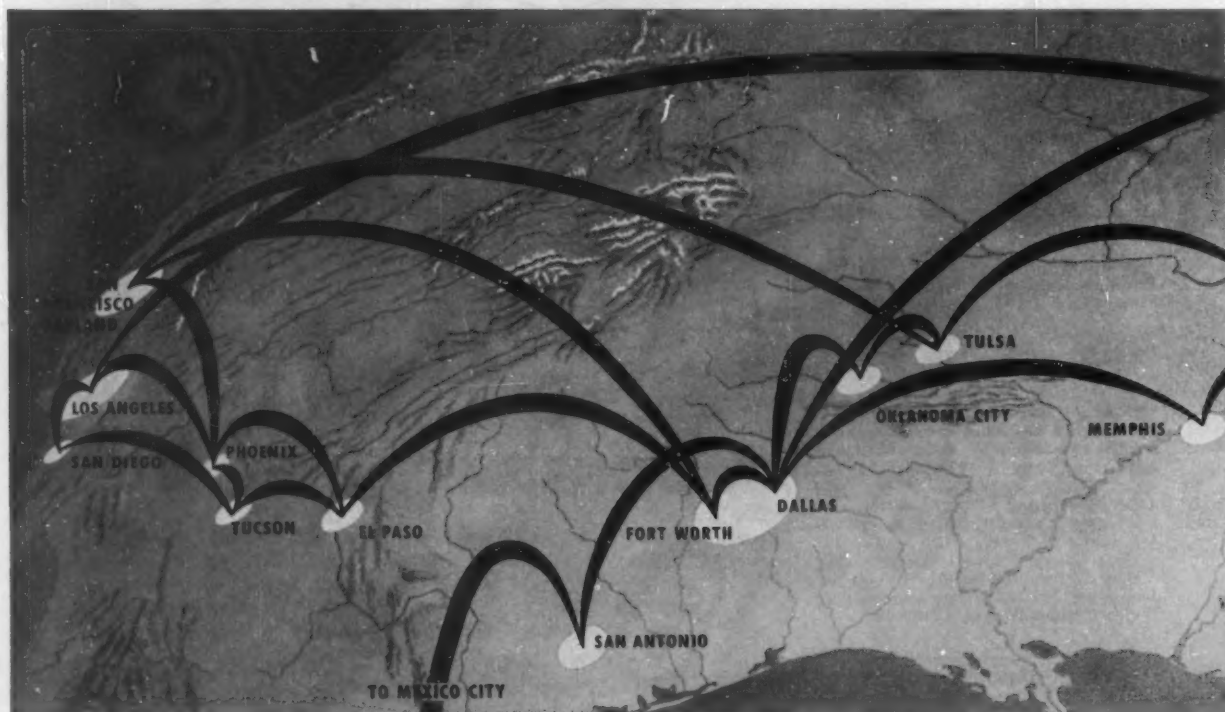
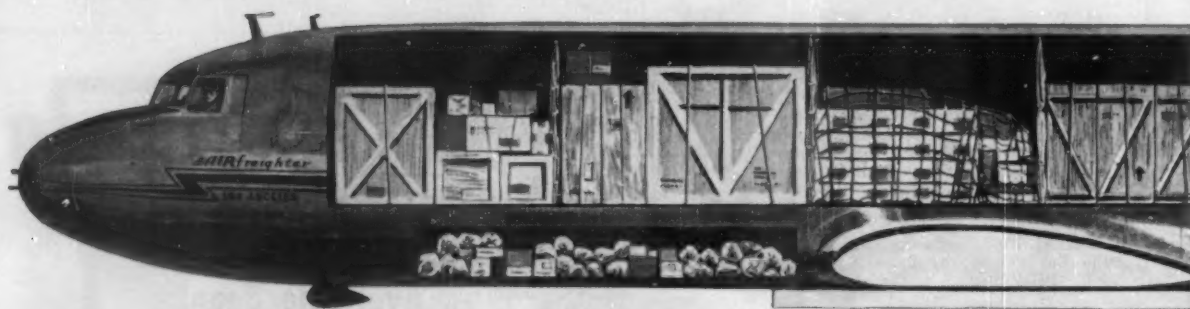
*May 10, 1954 Sales Management Survey of Buying Power

ST. PAUL
DISPATCH
A RIDDER NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.
New York—Chicago
Detroit
San Francisco
Los Angeles—St. Paul
Minneapolis

We've got the right **SPACE**

*American Airlines has the greatest capacity in the
—more planes carrying freight to more places*



Capacity, of course, is one measure of a carrier's ability to deliver the goods. That's why it's important for you to know American Airlines has the greatest cargo capacity in the airfreight field.

But, equally important, when it comes to specifying a carrier, is the availability of that space—having it where and when it can best

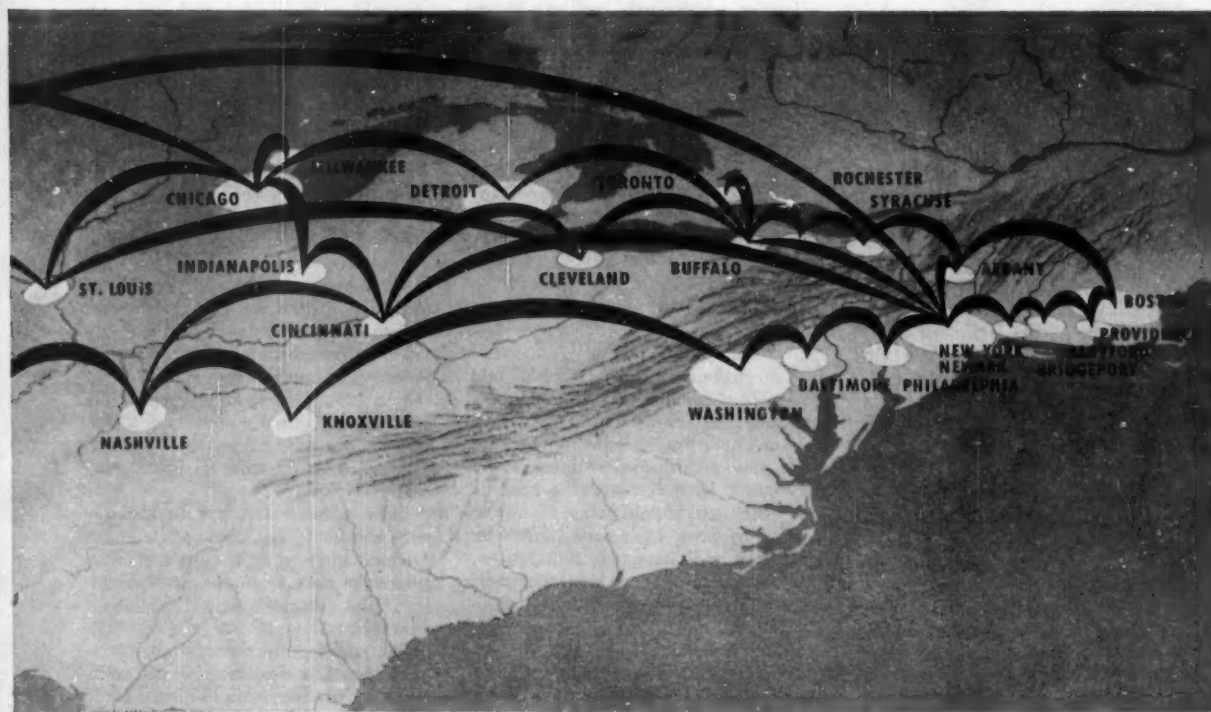
serve you. Here again, American leads all others.

- While providing fast and frequent service to seventy-seven key cities throughout the Country, *only American serves two-thirds of the top thirty retail markets—all twenty-three of the leading industrial states.*

Add this to American's superiority in expe-

at the right **PLACE!**

*airfreight field
than any other carrier*



rience and handling facilities and you'll readily see why American Airlines is best qualified to handle your shipments, while helping solve your distribution problems. For complete information, write or wire collect to: American Airlines, Cargo Sales Division, 100 Park Avenue, New York 17, New York.

AMERICAN AIRLINES INC.

America's Leading Airline

Calls With Manufacturer Salesmen Rate High in Distributor Training

Friendly, professional shop talk by manufacturer and distributor salesmen between calls is an effective way to analyze the hits and misses on knowledge of product, and the ability to present features in terms of user-benefits.

BY LOUIS H. BRENDEN • Merchandising Director,
James Thomas Chirurg Co.

A recent survey of industrial distributors indicates that they rate field calls by manufacturer representatives (salaried employees who work only for the manufacturer, not to be confused with a manufacturer agent who sells strictly on commission for a number of manufacturers) in company with distributor salesmen as one of the best ways of training the latter. The three favored methods, in this order, but almost equal in rating, are:

1. Meetings of distributor salesmen held by manufacturer personnel.
2. Schools for distributor salesmen at factory.
3. Calls with manufacturer representatives.

Walker L. Wellford, president, J. E. Dilworth Co., Memphis distributor, sums up the feeling of many other distributors: "... We encourage our salesmen to make calls with manufacturer representatives. If the representative is capable and is well-informed about his product, the salesmen can learn a great deal about selling. This kind of training is far more effective than almost any kind of sales meeting."

Since the survey, we have discussed with a score of manufacturers and distributors the subject of "Joint Calls Made by Manufacturer Salesmen and Distributor Salesmen." Suggestions and gripes uncovered in these talks should be of interest to all manufacturers and distributors.

Schedule in advance. Assuming the manufacturer salesman is competent and knows his line, his next most important step is to schedule his call far enough ahead to enable distributor salesmen to prepare for him. There is universal distributor dislike for the manufacturer salesman who suddenly shows up at 11 a.m. expecting to find

a salesman available for calls.

R. F. Morgan, sales manager, Central Rubber & Supply Co., Inc., Indianapolis, says, "We would appreciate having advance notice of the representative's arrival. Our country salesmen, particularly, are on a three-week schedule and need time to adjust their routes. On all calls made independently by the manufacturer representative we would like a complete report. Then our own salesmen can be more effective in their follow-up."

P. D. Rickman, Bard Steel & Mill Supply Co., Kalamazoo, has found the following letter to manufacturer salesmen helpful in correcting this fault:

The Key: Scheduling

"To make certain that each of our major lines has the proper amount of concentrated selling effort, we have set up our working schedule for the next few months. On dates listed below, we have reserved the time of our salesmen so that they will be certain to work with you. It may be that they will have additional time, but we will guarantee that they will be available to you on those dates.

"If you can possibly do so, we would very much like to have you make some calls alone on the remaining days of the weeks that we have listed and we will also be very glad to see you between these times, but cannot guarantee on those intermediate calls that our salesmen will be available to work with you. Of course, this schedule is also subject to change as needs arise for engineering problems and other items of emergency nature.

"May we count on you for the days we have shown below?"

A manufacturer salesman, with many years of specialized experience in working with distributors, emphasizes the importance of scheduling in his story of a distributor salesman who had to work with four different manufacturer salesmen in a single week. Since all four product lines were used by the same prospects, if this salesman did his job properly he had to call on the same purchasing agents four times with four separate products in one week. This old-timer points out the obvious loss of good will and sales when the P.A.'s time is not respected.

We have emphasized, so far, the responsibility of manufacturer salesmen. The experienced sales manager of a tool manufacturer has this to say about the other side of the picture: "Our salesmen should only be expected to call on volume accounts, so that neither we nor the distributor wastes time. We should be given ample advance notice so we may arrange our itinerary to take advantage of planned calls. We should receive sufficient information from the distributor as to the nature of the call in order to bring proper samples and advertising literature. The distributor should have definite appointments with the proper individuals and we should leave the distributor's establishment on schedule so that these appointments can be kept. We feel that the distributor should prepare in advance with his customer for a possible group meeting so that we will talk but once to all interested parties.

"On calls of this nature the distributor should not try to sell another product, but make the calls specifically for the purpose intended. Naturally, if the customer should ask about another product or line, the distributor should handle the customer's request, but actual solicitation of orders for other products should not be made at this time. After the call, we should have sufficient time with the distributor to acquaint him with necessary details or specifications we feel will be of value to him in handling his customer account."

Be punctual. After a date is scheduled, both manufacturer and distributor salesmen should spare no effort to be on time. There is no easier way

NOW—TWO GREAT SHERATON HOTELS FOR YOUR MEETINGS AND CONVENTIONS ON THE WEST COAST



Sheraton is happy to offer the facilities of these two fine hotels to convention executives everywhere. Both now have the complete facilities, the "know-how", the trained convention staffs to make your convention run like clockwork. The Sheraton Closed Circuit Television Network is available in both hotels — for state, regional, or national hook-ups — in both Sheraton and non-Sheraton cities.



NEW—in Los Angeles THE SHERATON-TOWN HOUSE

Enjoy a luxurious resort setting on your next business or pleasure trip to Los Angeles. In the heart of the city, the Sheraton-Town House (formerly the Town House) offers suites overlooking Lafayette Park; lanai guest rooms beside the magnificent garden swimming pool. Facilities for small sales meetings and conventions.

HUNTINGTON-SHERATON HOTEL... Pasadena. World-famous convention center. Beautiful Crystal Dining Room seats 900. Air-conditioned ballroom seats 450 for meetings, 350 for banquets. Eight other major function rooms, 462 rooms plus cottages. The Hotel with a resort setting — only 15 minutes from downtown Los Angeles. S. W. Royce, President. Leonard L. Gorrell, Assistant to the President.

SHERATON-PALACE HOTEL... San Francisco. You may hold a banquet for 1,000 in the fabulous Garden Court. There are eight other major function rooms accommodating from 90 to 650 people, plus eleven rooms and suites used for meetings. 700 rooms. One of the world's finest hotels. Edmund A. Rieder, Vice-President and General Manager.

For further information, contact either individual hotel or Sheraton Sales and Reservation Office, 727 West Seventh Street, Los Angeles, California. Telephone VAndike 7000. Teletype LA 1665.

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SHERATON

The Proudest Name in

HOTELS

**Do Your Salesmen
or Dealers
Have These Problems?**

**They NEEDN'T
... if you use
HEINN
Loose-Leaf Binders**

**SORRY, BUT
I'LL HAVE TO
CONTACT THE
HOME OFFICE
FOR THE
INFORMATION.**

**THE PRICES IN
THIS CATALOG
ARE OBSOLETE.
SEE THE
SEPARATE
PRICE LIST...
THE ONE
MARKED 1307X.**

**I CAN'T SHOW
YOU CATALOG
DESCRIPTIONS
OF THAT MODEL.
BUT WE'LL HAVE
A NEW CATALOG
IN SIX
MONTHS.**

**Be sure that your
salesmen and dealers
have quick access
to all the product
and policy facts
a customer could
want. Make it easy
for the customer to
buy — and it be-
comes easy to sell!**



**Selling material
stays up to date
and in sequence**



When your salesmen and customers have Heinn Loose-Leaf Binders, you issue inexpensive, quickly printed sheets or supplements. These go into binders in the proper place, and Heinn-designed indexing helps every user "keep tabs" on necessary facts.

The complete story can be vital to your operation. Find out how Heinn can help you cut sales correspondence, shorten sales-call time, reduce selling expense, and make a better impression on customers. Ask for "Facts at Your Fingertips," Heinn's new copyrighted booklet that helps you select the correct basic binder and indexing.

**WHERE'S THAT
#!☆?!@ SHEET?**

**He'd find facts in
three seconds with
Heinn indexing.**



**Mail This
Coupon**

Representatives
in many major cities

THE HEINN COMPANY
314 W. FLORIDA ST.
MILWAUKEE 4, WIS.

Please give us facts about
binders and indexes for:

- ☐ SERVICE, INSTRUCTION,
PROCEDURE MANUALS
- ☐ SALES MANUALS
- ☐ PRICE BOOKS
- ☐ PARTS BOOKS
- ☐ CATALOGS
- ☐ MERCHANDISING KITS
- ☐ PROPOSAL SHEETS

PROBABLE
QUANTITY

- ☐ SAMPLE CASES
- ☐ SALESMEN'S CASES
- ☐ EASEL PRESENTATIONS
- ☐ ACETATE ENVELOPES
- ☐ SPECIAL SELLING TOOLS

PROBABLE
QUANTITY

☐ Have your representative call.

ORIGINATORS OF THE LOOSE-LEAF SYSTEM OF CATALOGING
Leaders in 1896 ... and Still Leaders

to lose friendship and support than to leave one member of this cooperative activity "waiting at the church."

Be helpful. This admonition may sound trite. But it isn't. It means to avoid being impatient and selfish when a distributor salesman has to sell other lines on your call.

It means telling the distributor salesman about your product and its potential buyers between calls. It means giving him tips which will enable him to demonstrate your products effectively. If a manufacturer representative is not helpful, distributor salesmen will not care to waste their time with him.

Be interested. Distributor salesmen are inclined to sell products they like. They also tend to favor and sell the products of the manufacturer representatives they like. Therefore, one of the manufacturer representative's first jobs is to get his distributor salesmen to like him. He can accomplish this by being sincere; by being genuinely interested in the distributor salesman's problems ... his family ... his hobbies ... his home ... his hopes.

Some successful manufacturer representatives remember the birthdays, anniversaries and hobbies of their distributor salesmen who, in turn, show their appreciation by selling more of these manufacturers' lines.

Call frequency. Most distributors limit the time their salesmen make calls with manufacturer representatives to an average of one day per week, although an "out-of-town" representative may be permitted to work an entire week with a single distributor salesman, if the volume of his line justifies it.

Answers to the question "What time interval should elapse between calls with the same manufacturer representative?" varied from every seven weeks to every six months for major lines.

"What percentage of your manufacturers provide representatives who actually make calls with your salesmen?" brought answers ranging from "25%" to "all of our major lines and some minor lines."

To be successful in training distributor salesmen, a manufacturer salesman must have a keen appreciation of the difference between this job and his regular sales calls. In a sense, he is both a missionary and a school teacher on every call—and an evangelist between times.

Charles Ford, one of the country's finest manufacturer representatives, who has spent a lifetime working

with Bassick Co. distributor salesmen, says, "I have found that, in promoting your product, as much is accomplished by talking to salesmen between calls as in the actual presentation to the prospective buyer. If, in working with salesmen, you can make them more conversant with your product, inspire them through your presentation, you have accomplished your purpose. Success in this kind of selling depends on getting every distributor salesman to work for you. You can do this by working with him, understanding his everyday problems and not making a martyr of him or yourself."

Must Get Orders

With many lines, particularly small or expendable items, the manufacturer representative *must get orders* on a single call because, in many cases, future orders depend on persuading the prospect to "buy and try." It is also psychologically important to take some orders back to the distributor after a day with his salesman. It shows them both that the product *can* be sold. It eliminates the possibility of the distributor salesman alibiing with this line: "How do you expect me to sell that line when the expert couldn't even get an order?"

In this kind of selling the representative has to ask for orders more insistently than he might on routine repeat calls. This is the hardest kind of selling and a manufacturer salesman, to be successful, must be on his toes every minute. He is on salary—as a rule—but the distributor salesman generally receives some form of commission. Therefore, if the time he spends with a manufacturer salesman is not worth-while, he may resent it—may even hold it against the line.

Someone has said that "in order to train a mule, you must know more than the mule does." Without implying any odious comparison between this long-eared beast and a distributor salesman, I want to emphasize that in order to train one, you must know more than he does—about your products, their application, and their markets.

It is a common complaint of distributors that too many manufacturer representatives do not possess adequate knowledge of their own products—their uses and markets. A Connecticut manufacturer, through an outside organization's survey of his 400 distributors, learned that the weak link in his distribution setup was *his own salesmen*. He switched from concentrating on distributor

education to better training of his own sales force. It is now paying off for his distributors and for him.

That enlightened executives of manufacturing firms are aware of this, is indicated by this statement of Melvin W. Pauly, general manager, sales, Lunkenheimer Co.:

"Manufacturers can step up the effectiveness of their own salesmen during calls with distributor salesmen by making absolutely certain that their own representatives are well-trained. This may seem to be a point that no manufacturer would overlook and yet distributors all over the country have told me how embarrassed they have been by some of the representatives sent out by various manufacturers.

"Time and again, I have heard about a sales meeting planned by a distributor for a manufacturer's presentation—with time taken to call all the salesmen in—only to have the meeting ruined by the manufacturer representative. In many cases, the distributor salesmen know more about the product than the manufacturer representative does. This is inexcusable and causes the manufacturer no end of harm because his representative thus loses the respect of the distributor."

Be tolerant. A manufacturer representative should remember that distributor salesmen call on some large customers twice a week. To do this they have to "wear well" or the P. A. will not let them in. It means that they have to use low-pressure selling whereas, on a one-time shot, the representative can frequently afford to apply higher pressure. I have heard distributor salesmen frequently condemned as "order takers" rather than salesmen. In their behalf, I would say this is not necessarily bad—if they *take enough orders*. Try to be tolerant of the way a distributor salesman handles his customers. Train him so that he can successfully "take orders" for your product.

Distributor "gripes." In their 13 most common "gripes" distributors say that manufacturer representatives:

1. Fail to meet our salesman on time.
2. Want to quit work too early.
3. Are interested only when a large order is in the offing.
4. Don't know product or its applications.
5. Get too technical.
6. Fail to pay their share of travel expenses.
7. Give insufficient advance notice.

Stickin' Around with KLEEN-STIK

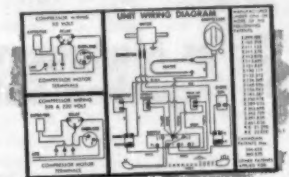
Quick, Henry—the KLEEN-STIK!

Don't tear your hair when you're faced with an "impossible" P.O.P. display or label problem. Just call for KLEEN-STIK—the pressure-sensitive "miracle" adhesive that can do practically anything! No pain, no strain—just fast, easy, effective results! Look how these advertising geniū solved their "stickers":



The Tax Got the Ax . . .

When excise taxes on cameras were reduced recently, ARGUS CAMERAS, Inc., of Ann Arbor, Mich., almost had to "take the ax" to over \$7,000 worth of P.O.P. displays! But Ad Manager JAMES STEEL "flushed" to the rescue with this easy-on price-change label on KLEEN-STIK. It was simple to peel-and-press over the old price—and the whole thing was accomplished on an investment of less than \$100! LAUREN WILD of APCO PRINTING, Ypsilanti, collaborated on the bold, neat printing job.



Kansas Tornado

Producing long-lasting, economical and legible wiring diagrams for a variety of "Vornado" Air Conditioners, Air Circulators and Heaters is a bit of a "twister". But the O.A. SUTTON CORP., of Wichita, licked it with KLEEN-STIK Kromekote labels. They're a "breeze" to apply, and stick tighter than tight on the metal chassis. Copy is sharply silk screened in black, with a coat of clear lacquer for added protection. WARREN BURDICK CO. gets credit for the idea, with production by WOODS-BEETON DECALS.

YOU, TOO, can be a "whirlwind" in the P.O.P. and labeling field, by capitalizing on the versatility of KLEEN-STIK. See your regular printer, lithographer or silk screener for a cyclone of selling ideas . . . or write for our free "Idea-of-the-Month"!

KLEEN-STIK PRODUCTS, INC.

225 North Michigan Avenue • Chicago 1, Ill.
Pioneers in pressure sensitives for Advertising and Labeling

8. Talk too generally with prospect, rather than pinpointing discussion to prospect's interest.

9. Upset routine because they are

unwilling to wait while other products are presented, other calls made in that area.

10. Are not enthusiastic or are not

sold on their product.

11. Don't carry samples.

12. Don't carry product literature.

13. Talk down to customer.



SALES MANAGEMENT'S BILL CARMICHAEL (left) receives congratulations and a Distinguished Salesman's Award from Richard C. Patterson, Jr., Commissioner of Commerce of the City of New York. In the center is Joseph L. Wood, president, Sales Executives Club of New York, Inc.

"Sales Management's" Distinguished Salesman

The man about to receive a trophy in the accompanying photograph is William J. Carmichael, SALES MANAGEMENT's "Distinguished Salesman of the Year." He, along with the other gentlemen of SM's advertising sales staff, set an all-time business record for the magazine in 1954. They sold a total of 2,641 pages of advertising, topping the previous year by 153 pages.

Carmichael, who earned the title by winning SM's 1954 sales contest, received his shining "Victor" at the Distinguished Salesman's Award dinner of the Sales Executives Club of New York, Inc.

In setting up its 1954 sales contest, SM turned to its own preachings and established a scoring

system designed to be equally fair to the older salesman with an established territory, and to the younger man with either an undeveloped territory or one with limited potential. Each man competed against his own past performance and earned credit points toward merchandise prizes.

Carmichael, a division sales manager, works out of Chicago and covers part of the Midwest. He has represented SALES MANAGEMENT for almost 10 years. In piling up 62,226 contest points, he became eligible for a wide range of prizes. He chose everything from a children's tractor to candelabra for his wife—and he also managed to get a few do-it-yourself power tools for himself.

Dresser Industries spells out this important activity of working with distributor salesmen in a special section *Working with Distributor Salesmen*, in its excellent sales manual:

"Equal in value with and, perhaps in many instances, more valuable than sales meetings is the time you spend in missionary work on the road with individual distributor salesmen. This is your prime opportunity to make a personal friend of the individual salesman. In setting up your missionary calls with distributor salesmen, you should check the following points:

"1. Make advance arrangements with the distributor principal so that he can have the salesman line up a profitable itinerary for you both. Plan your program in advance so that there will be no slip-ups.

Refresh Memory

"2. Before you start out in the morning with a distributor salesman, review our products carefully and go over Catalog 531 with him so that his memory is refreshed on our selling techniques. The best selling job you will do that day will be to get the distributor salesman enthusiastic about Dresser products.

"3. When the distributor salesman introduces you to his customer and turns the call over to you, make your presentation of Dresser products concise and effective. Shoot for an order on every call because the most effective demonstration of our line to the distributor salesman is the orders you can get for him.

"4. Take advantage of the travel time between calls to review with the distributor salesman your last sales talk and get his reaction to your presentation. Answer his questions carefully and keep in mind that you can call on only a few of the salesman's customers and must depend on him to carry your story to the customers you will never see.

"5. Teach the distributor salesman to use Dresser literature and samples on every call. Ask him to leave Catalog 531 and the Wall Chart with every potential customer he has."

The End

SALES MANAGEMENT

How to stop a sales slump!

You can beat a sales crisis without joining it!

Executives agree—an incentive campaign is the most effective weapon ever devised to stop a sales slump. Properly handled, it makes men work as they never worked before and sharply increases their self-confidence and sales know-how.

Conducted without outside help, however, a successful campaign can pile crisis on top of crisis—adding extra burdens to a staff already busy with vital routine duties and long-range sales management tasks.

Let Cappel, MacDonald do the extra work!

Specialists who have served America's keenest sales executives for the past 33 years will submit complete plans for factory, wholesale or retail campaigns. Our world-wide facilities will handle every detail—arranging resort meetings and other preferred-guest travel, supplying nationally known merchandise prizes, writing and designing colorful promotional mailings and sales meeting material.

Free professional help gets results quickly!

In as little as three weeks' time, America's leading incentive specialists can start your campaign rolling . . . yet service and creative work cost you nothing extra. You pay wholesale prices for merchandise, carrier-resort rates for travel. All prizes are self-liquidating—billed after extra sales have produced extra profits for you.

Want proof? C-M served 4,000 firms in 1954!

Ask any of these clients about our service, and get answers like these:

"Sales volume-increase on products carrying contest prize point pay-off totaled \$37 for every \$1 of contest cost," reports a leading pharmaceutical firm.

"We have not had a single complaint on service."

"We have received nothing but compliments on the contest," writes an appliance maker.

"Each year has shown growth," says a long-time C-M customer. "We give the national prize campaign major credit for the splendid campaign results attained on Paper."

Send for free facts . . .

Every executive who wants to get more out of his men can profit by reading "The Incentive Story". It tells how to stimulate extra work and enthusiasm, describes record-setting campaigns. Write on your letterhead to CAPPEL, MACDONALD AND COMPANY, DEPT. D-3, DAYTON 1, OHIO.



Sales soar when you offer Air Travel

Excitement has a home in Havana . . . haunts the sidewalks of Paris and Manhattan, the beaches at Waikiki! And air travel keeps your group together, brings them back to work sooner, fits any budget, timing, destination or group size. All details are carefully arranged—including parties, fishing trips and other glamor extras—by world-wide C-M representatives, using the facilities of . . .



PAN AMERICAN WORLD AIRWAYS

UNITED AIR LINES



CAPPEL, MACDONALD AND COMPANY

Dayton, Ohio



Offices in all principal cities and Canada

MERCHANDISE INCENTIVES • PREMIUMS • TRAVEL INCENTIVES

KDKA-TV
CHANNEL 2

in Pittsburgh, the nation's
8th market. 1,134,110 TV
homes. Retail sales over \$5
billion. Western Pennsyl-
vania's pioneer TV station.

WPTZ
CHANNEL 3

in Philadelphia, the nation's
3rd market. 1,947,322 TV
homes. Retail sales over
\$6½ billion. Eastern Penn-
sylvania's pioneer TV station.

WBO
NO. **1** BUY
IN
TELEVISION

KPIX CHANNEL 5

in San Francisco, the nation's 7th market. 1,059,055 TV homes. Retail sales over \$5 billion. Northern California's pioneer TV station.

WBZ-TV CHANNEL 4

in Boston, the nation's 6th market. 1,267,223 TV homes. Retail sales over \$6 billion. New England's pioneer TV station.

Your national spot campaign is not complete without the Westinghouse Stations.

WBC's magic numbers work sales magic for advertisers. Maximum power, low channel numbers mean better coverage. Big and growing numbers of TV homes mean huge markets. And they're rich markets . . . as you can see from the figures in the big numbers. So let WBC's magic numbers work their sales magic for you. Start by dialing the number of your nearest WBC television station for availabilities. Or, call Eldon Campbell, WBC's National Sales Manager. His number is PLaza 1-2700, New York City.



**WESTINGHOUSE
BROADCASTING COMPANY,
INC.**

**WBZ + WBZA + WBZ-TV, Boston; KYW + WPTZ, Philadelphia;
KDKA + KDKA-TV, Pittsburgh; WOWO, Fort Wayne;
KEX, Portland; KPIX, San Francisco**

KPIX represented by THE KATZ AGENCY, INC.
WBC National Representatives—FREE & PETERS, INC.

Adventures in Selling— Industrial Purchasing Agents

Purchasing managers in the New York metropolitan area tell SM's inquiring reporter what's good and what's bad about the tactics and presentations of salesmen of machinery, equipment, gifts, maintenance and supply items.

Are companies in the industrial field buying as much as they might buy if the quality of salesmanship were higher? Are salesmen missing out because they don't make enough calls—or because they fall down when they make the presentation? What do buyers *want* from salesmen?

SM didn't expect that it would come up with broad, final answers when it commissioned William C. Dorr to make a few calls on purchasing managers of Long Island City and Brooklyn.

But the editors expected—and received—leads and trends which they hope will interest and help industrial sales executives in training and supervising their representatives.

Bill Dorr is an expert in sales development and field sales training, a former star salesman and sales executive with Ingersoll watches and Eversharp, Inc. He is an expert "digger" for facts, and knows how to ask the questions which will bring answers. We told him, "Find out what purchasing agents say about their needs and how salesmen are filling those needs."

One reason Dorr was a star salesman is that he never wasted time. Not only did he plan his day and what he would say to each individual prospect, but he utilized waiting time to full advantage—studying, making up his reports.

On these calls for SM he was appalled at what he observed in the waiting rooms. He studied the salesmen. Some were reading a daily paper; most stared vacantly at the ceiling or at other salesmen. He talked with some of them, asking point blank how they usually spent their waiting time. There was nothing constructive offered—only gripes about the time "lost" waiting.

In eight offices and among more than a score of salesmen there was no evidence of time used to plan the interview ahead, to sum up results of the last one, or to fill out daily reports or prospect cards.

Edward Weck & Co., Inc., Brooklyn, N. Y.

William Tucker, Purchase Manager

If a steel salesman were to call on William Tucker, chances are he would not only get a nice opening order, but also create a substantial continuing user of sheet production.

At present Weck uses sheared sheet steel, but the plant improvement program calls for a change-over to an automatic operation with roll steel. With some further study indicated, the plan remains in status quo, ready for ripening with the technical experience of a steel salesman.

"We buy plenty of tool-steel for our precision surgical instruments and scissors," says Tucker. "Yet, so far, no contact has been made by a sheet salesman."

Take the instance of the new surface grinder, recently purchased. The order should have gone to one of the major suppliers in the machine tool industry. It didn't and here's why:

"We use plenty of their equipment," explains the Weck purchasing manager, "but their service is bad. And I am not referring to follow-up calls by their salesmen. We can hardly handle repairs and parts replacements, aided only by their mail instructions."

Here's how the order was placed—again a not very good example of effective salesmanship, except by one man.

Of four inquiries mailed to poten-

Because this is a report of calls on a limited number of purchasing agents we draw no *conclusions* or percentages, but the reports which follow show many missed sales opportunities, and *why*.

tial suppliers, only two concerns responded with quotations; only one was followed up by a salesman. He called the next day and landed a nice \$4,000 order.

"But," wonders Tucker, "what happened to the other company's representative and how about those *unanswered* inquiries? With the backlog of machine tool orders showing a steady decline, why the apathy of that industry's sales effort?"

Set-up cardboard boxes, corrugated containers, etc., are used in substantial quantities by Weck, but in this field there is no scarcity of sales contacts. In fact, it's a little on the plus side, at times.

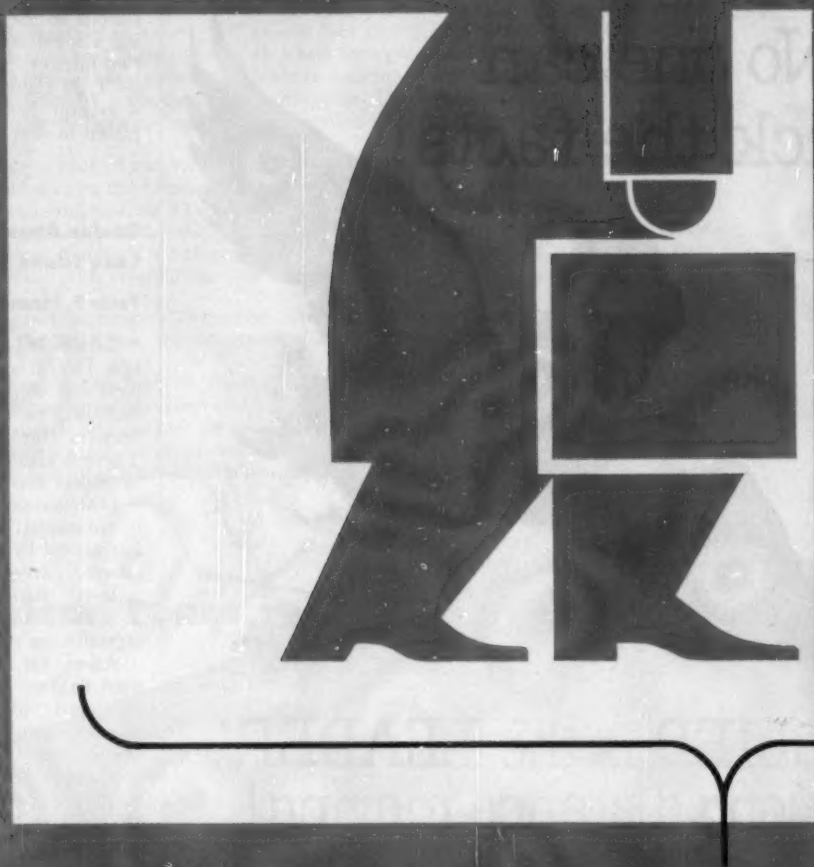
In sharp contrast is the lack of activity by salesmen in the oil and lubricant industry. Orders are placed by telephone with Socony-Vacuum, whose salesman calls on Weck once a year, mainly to deliver a new calendar.

"And, do you know," remarks Tucker, "we really look forward to his visit. *It's such a beautiful calendar!*"

"How about Gulf or Sun or Texaco?" was the query. "Ever see any of their salesmen?"

"Not a one," was the reply.

Tucker has just one gripe: He doesn't like to be "double-teamed." He realizes new salesmen have to be



the salesman who could have done better

■ Too few of his calls were made on *ready* buyers. But *you* can see to it that *your* salesmen spend more of their time with prospects who are ready to talk. — ■ A good catalog program is the key, because buyers in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call in your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been Sweet's business for 50 years. If you sell to the product design, plant engineering or machine tool markets, and would like to see some case histories, write, phone or visit our nearest office. Sweet's Catalog Service: Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco.



No one can Duck the facts!



ALLIED is the LEADER in long distance moving!



(leader in important ways!)

MORE MOVES . . . were made with Allied Van Lines last year, the year before and for the last decade than with any other van line.

MORE MILES . . . were traveled by Allied Vans . . . last year over 51 million miles.

MORE DOLLARS . . . paid by more people for Allied Van Lines services . . . over \$38 million in 1954.

MORE POUNDS . . . carried by Allied in 1954 . . . over 417 million pounds of household goods, office furniture, fixtures and displays.

MORE VANS . . . available to the public in Allied's fleet . . . over 2,700, specially equipped vans in charge of experienced moving specialists.

NO. 1 SPECIALISTS . . . in moving and storage, your Allied Agents . . . located throughout the United States and Canada, and in Alaska, Hawaii, Puerto Rico, Mexico and Panama Canal Zone. Call your Allied Agent. See your Classified Telephone Directory.

ALLIED VAN LINES, INC.

General Office • Broadview, Illinois

WORLD'S LARGEST LONG DISTANCE MOVERS

trained in the field. He enjoys meeting a salesman's superiors. But when two salesmen try to gang up on him—"I go right on the defensive, and who ever heard of an order being placed in that kind of a climate?"

**De-Jur Amsco Corp.,
Long Island City, N. Y.**

Peter P. Heaney, Purchase Manager

Established more than 40 years ago, De-Jur Amsco produces a complete line of photographic equipment, including meters and motion picture cameras for the consumer trade. There is also an extensive production of meters for industrial use.

Distribution is both national and international; a direct sales force is augmented by sales representatives in selected areas. De-Jur promotion follows standard practices, with point-of-purchase an important aid in crystallizing consumer acceptance.

Asked for his opinion as to the most flagrant lack of sales service on the part of suppliers' salesmen, Heaney says: "We get darn few calls from salesmen representing concerns that could help us improve production with more automatic equipment. We still use plenty of hand labor. Like everybody else, we want to lower costs to achieve lower prices on our product. But," Heaney continues, "why complain about new suppliers when we have some prominent manufacturers whose equipment we are now using, but whose efforts to help us improve our production methods leave much to be desired."

Heaney explains that repair service calls to De-Jur suppliers are handled promptly. What puzzles him is that sales service calls to check worn-out equipment, to suggest better and quicker methods, to initiate cost reductions are conspicuous by their almost total absence.

There is a daily procession of salesmen selling detergents and other service merchandise. On typewriters and office fixtures and machines, De-Jur is solicited regularly by salesmen from two companies. Competing salesmen make initial calls, sometimes a follow-up, but mostly drop out when no immediate interest is shown by the De-Jur purchasing department.

Grins Heaney: "Guess they figure our account is 'sewed up,' but we can get 'unsewed' plenty quick—if anyone shows us how to do something better, quicker and cheaper."

Though the De-Jur plant and offices are about 35% air-conditioned,

SALES MANAGEMENT

No one would ever dream of asking each member of a surgical team to name the medical school he attended. If anyone ever should, he'd probably find that no two of these skilled, highly-trained men had been graduated from the same institution. To Americans everywhere, the name or location of a physician's or surgeon's medical school doesn't make the slightest difference. That's because we have only one nation-wide "quality" of medical education. And it's the best in the world.

You see, each of our accredited medical schools lives up to the high principles established by the Council of Medical Education of the American Medical Association, whether it's in Connecticut or California. The standards of medical training are truly national, applying to every school and every doctor. Any threat to those standards is a threat to the future health and safety of your family, your business, your community, your country.

Together the nation's 79 medical schools make up a great national resource—like the Red Cross, the Community Chest and other vital public services.

Today, the very basis on which their high standards rest is threatened. Lack of funds menaces the teaching and research programs of all the schools. Thus the problem is national, and can only be solved on a national basis, if an adequate supply of well-trained doctors, surgeons and medical technicians is to be assured. Find out what your firm's stake in medical education is. Write for details and learn how you can help.

all-american team



NATIONAL FUND FOR MEDICAL EDUCATION

FACTS YOU SHOULD KNOW ABOUT MEDICAL EDUCATION

- There are only 79 accredited medical schools in the United States.
- They train 82,000 undergraduates, specialists and technicians and graduate 6,500 doctors annually.
- It costs from \$10,000 to \$12,000 to train a doctor today.
- Tuition fees, raised 84% over 1940, cover about 20% of cost.
- In the past decade medical teaching budgets have risen 143%; administration and plant operation 150%.
- The medical schools need \$10,000,000 annually in additional income to maintain present standards and train the necessary number of doctors required for America's growing population.
- *ALL* 79 medical schools can be aided by a *single* gift to the National Fund for Medical Education.
- Contributions are distributed through annual grants according to a schedule approved by the medical schools.
- The National Fund is a voluntary, non-profit organization approved and supported by the American Medical Association and the Association of American Medical Colleges.

For complete facts on the crisis facing medical education write to
The National Fund for Medical Education,
2 West 46 Street, New York 36, New York



Do it yourself?

What for? Hard-Selling H&D Selmor® Displays will do your merchandising for you!

HINDE & DAUCH

SANDUSKY 16, OHIO

P.S. Write for FREE booklet—"How to Select Vending Displays."

none of the equipment was purchased as a result of solicitation by salesmen. Even salesmen called in for the present layout have pursued no systematic follow-up for additional business. Yet a comprehensive program would doubtless receive an interested consideration.

It is in the Christmas gift and reminder advertising fields that De-Jur is rarely solicited. "That's why," Heaney observes, "we often leave it till the last minute and I have to run out and pick up some candy, cigars and liquor for our Christmas remembrances."

From his observations over the years, Heaney concludes that industrial salesmanship could do with a little sprucing up. Aside from the usual few exceptions, the approach is routine.

Product description is satisfactory, he states, but in stressing end results, benefits, etc., salesmen demonstrate "a noticeable lack of selling effort." Heaney likes salesmen who use visual presentations—but few do, he says.

Propper Manufacturing Co., Inc.
Long Island City, N. Y.

George F. Lawaich, P. A.

George Lawaich, purchasing agent for this maker of medical and scientific supplies, says, "Too often we find ourselves supplying product information to salesmen, poorly equipped in their sales training. But we work with all of them, for you never know when you'll need one of them in a production squeeze."

Propper is a large user of cane glass for fabrication into its many medical and scientific instruments, but Lawaich comments on the conspicuous lack of follow-up or service selling by the salesmen of some of the big glass producers. With patented production, "their men all apparently sit on their fannies, waiting for calls.

"Yet, let me point out how one of the smaller companies, the DeMuth Glass Works, Parkersburg, W. Va., has been getting an increasing share of our business.

"Its salesman is right on his toes. Each new idea developed by his company becomes our property on his next call. He works with us on our production:

"1. To eliminate our big problem—breakage.

"2. To improve packaging.

"3. To help us with our new models.

HOME-STATE FARM QUAD MAGAZINES PUT YOUR ADVERTISING ON

The Right Level FOR MAXIMUM SALES

in the billion dollar
Farm Market of



WASHINGTON, OREGON, IDAHO AND UTAH

For all they're worth—that's how your advertising dollars work in PACIFIC NORTHWEST FARM QUAD magazines. And this applies, whether you sell farm goods or general consumer goods.

In each of their rich agricultural home-states, THE WASHINGTON FARMER, THE OREGON FARMER, THE IDAHO FARMER and THE UTAH FARMER reign unchallenged as farm sales producers. They alone concentrate your advertising with the utmost sales power on the right level for farm sales . . . the farmer's own buying level—THE LOCAL LEVEL!

And in the billion dollar farm market of Washington, Oregon, Idaho and Utah—a consumer market equal in population to any metropolitan area in the Pacific Northwest—this means maximum sales . . . means maximum LOCAL impact throughout a LOCAL farm market which has exceeded national income per farm the past 10 years by a total of \$3,695,110,000—PLUS income averaging better than 1/3 of a billion dollars a year!

So make a strong bid for farm business in 1955 with FARM QUAD magazines. With single insertion order convenience, they build LOCAL demand for you in a big way throughout this vigorous four-state farm market. And so long as farming conforms to the dictates of geography . . . remains a local occupation . . . they will continue to build. Their highly LOCALIZED editorial policy—the same sound, helpful policy that has generated a circulation of over 190,000 concentrated among the Pacific Northwest's 194,107 farms—assures it!



THE BILLION DOLLAR
FARM QUAD MARKET

Land planes put irrigated farms on the RIGHT LEVEL for maximum yields in the Pacific Northwest where FARM QUAD magazines put your advertising on the RIGHT LEVEL for maximum sales.

IN THE PACIFIC NORTHWEST (compared with national averages)

- 17% more farms have electricity
- 41% more farms have telephones
- 23% more farms have automobiles
- 29% more farms have tractors
- 51% more farms have motor trucks
- 23% more farms have electric washers
- 133% more farms have electric water heaters
- 28% more farms are operated by full owners

Source: 1950 U. S. Census of Agriculture

Selling Petroleum Products, Automotive or Farm Equipment, Automotive Accessories, or Electric Appliances? Write Advertising Manager for sales-building booklet today.

ADVERTISING REPRESENTATIVES

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

Pacific Northwest **FARM QUAD**

THE WASHINGTON FARMER • THE OREGON FARMER • THE IDAHO FARMER • THE UTAH FARMER

NET PAID CIRCULATION OVER 190,000 EACH ISSUE

MARCH 15, 1955

131

"Can't you see how we are encouraged to give him a bit more than his share of the business?"

Parts and tool salesmen are regular callers at Propper, though new machinery salesmen not too frequently occupy the interview chair. International Business Machines and Royal typewriter salesmen have regular patterns of coverage, making their calls at intervals of from four to six weeks. The Christmas gift and reminder advertising salesmen keep dropping in.

The real activity is in the set-up and corrugated box industry. Says Lawaich: "They really help us to improve our boxing program. Generally, the calls by the competing salesmen are spiked with a new idea, a different design or some other plan to better our boxes."

"And here's something worth mentioning. Not only do these salesmen actively follow up their own quotations, but they also want to know who got the order. Guess there's some real old-fashioned selling in that business!"

Asked if there is something he hasn't bought because he can't get around to it, or find the time to work out the details, Propper's purchasing agent shoots back with, "You bet there is."

"We can use a big bulletin board in our reception room, one that gives the names of our officers, the various departments and their heads, and other information for our visitors, customers and salesmen. There's a nice order waiting for someone who will work out the details, submit a couple of layouts and suggest a suitable frame. And he'll probably sell us other items, too."

A. Bamberger Corp., Brooklyn, N. Y.

B. Atlow, Buyer

Atlow seems to feel he is getting pretty good service from his suppliers' salesmen. The materials handling equipment needs of this manufacturer of plastics are actively followed up, as is the lighting equipment in both plant and offices.

However, a salesman in the air conditioning business would doubtless find an interested reception at Bamberger's. Too, visits from salesmen in the Christmas gift and reminder advertising business might result in worth-while sales.

Typewriter and business machine salesmen make periodic calls and one company solicits car and truck rental service, but on machine tools, parts,

supplies, etc., sales activity is below par.

Atlow says he gets plenty of follow-up calls for his oil and grease business. But he has a problem that some salesman could help him to solve and so cut himself in on some nice business: A special Alemite fitting on a grease gun is giving Atlow trouble. So far, no salesman has come up with the answer to the problem.

American Seal Kap Corp., Long Island City, N. Y.

John H. Farrington, Purchasing Mgr.

Seal Kap's purchasing agent was a little hot under the collar as we met.

He had just ended an interview with a salesman from a reminder advertising outfit whose persistence had aroused in him an almost bitter resistance.

"I don't mind a salesman trying for an order again and again, but that chap, without offering a single idea or plan with our interest in mind, kept asking me just to let him open his sample bag. Perhaps, with that kind of salesmanship, he hadn't had his bag open in a couple of weeks and he really wanted to see what his samples looked like!"

As an old-line maker of paper closures, cups, etc., Seal Kap's sources have been established over the years. Various vendor salesmen call regularly and the usual number of new salesmen drop in.

Observes Farrington: "Only a few of the newcomers seem to survive the first or second calls. Do these rookies expect us to drop associations of years, good will built by past services? I told one youngster, who was really upset because I didn't give him an order—'Son, you'll just have to keep calling until a spot shows up for you. That's how the old-timers won their entree with Seal Kap.'"

Yet in all these daily rounds of sales interviews, Farrington says, he notes the continued absence of salesmen in the printing and production machinery industry. "Perhaps they are working with our executive group. But I would be called in pretty soon, if anything in that field were being considered."

"Maybe they still have a backlog, or orders to coast along on. But wouldn't you think they would get a few prospects oiled up and ready to go when they could use the business?"

Signal-Stat Corp., Brooklyn, N. Y.

Herbert Jenner, Purchasing Agent

With its building and expansion program practically completed,

Signal-Stat's Jenner can give little time to salesmen in the air conditioning, lighting equipment and painting fields. All needs have been blue-printed and where installations have not been completed, orders for requirements have been placed.

"The rapid rise of our company in the automotive accessory business" (safety devices), states Jenner, "has resulted in active solicitation by machine tool salesmen. They know our interest in new and improved manufacturing methods. In fact they keep me stepping just to keep abreast of things."

"Yet," Purchasing Agent Jenner adds, "we have one operation that not one of our suppliers wants to touch. True, it is a tricky drilling job, but wouldn't you think one of those experts would want to tackle it, if only to win preferred consideration because he licked the problem? In all probability, we will have to do the job in our own plant."

Signal-Stat reports that vendor salesmen in the corrugated paper and box business are in pretty keen competition. "We have enough volume for our three regular suppliers," Jenner says. "Yet we are pounded by a number of salesmen from other concerns, with all stops pulled out."

"But we prefer to keep to our present sources for whom we are a worth-while account. To cut up the business with a piece for everyone would lower our prestige with the suppliers and cause us loss of the assurance of top-line service, given to large users."

"Still, we welcome all salesmen, especially those with ideas, improved production methods and sharpened quotes. That's how we keep our regular suppliers a bit on the hungry side, and ourselves on the alert for the salesman who can do a better job for us."

Olympic Radio & Television, Inc. Long Island City, N. Y.

William S. Hegyi, Director, Purchases

Hegyi stresses that the one thing Olympic looks for and must have in a vendor and his salesmen is *reliability* in all its ramifications of product satisfaction and on-time delivery.

"Ours is an assembly business," Hegyi explains. "Our production depends upon the integration of many different parts, sub-assemblies and other components in our sets. Let one supplier fall down on a part that cannot be substituted quickly, or a shipment turn out to be unsatisfactory, and we shut down our production

a "CITY" of 117,000
households is
EXCLUSIVELY yours

(NO OTHER SEATTLE NEWSPAPER REACHES THESE SEATTLE HOMES)



An independent study of newspaper circulations in Seattle's A.B.C. City Zone by the nationally recognized research organization, Dan E. Clark II & Associates, shows that The Seattle Times reaches:

117,000 out of 226,000 households exclusively and more readers in every income bracket.



when you use . . .

The Seattle Times

SEATTLE'S ACCEPTED NEWSPAPER

Represented by O'Mara & Omsbee, Inc.
NEW YORK • DETROIT • CHICAGO • LOS ANGELES • SAN FRANCISCO



With its new Air-Conditioned WEST WING

...THE GREENBRIER, America's most distinguished resort hotel, now offers the finest and most modern meeting facilities for large or small groups.

Over a thousand can be seated comfortably for meetings in the new auditorium, 72' wide by 112' long. For a banquet it accommodates 860. The 42' by 20' stage is complete with orchestra pit and dressing rooms.



Other various sized rooms are suitable for any type of dining or meeting arrangement.

A theatre, with inclined floor, provides lounge-type seating for 400. Its stage, 34' x 16', also has orchestra pit and dressing rooms — plus a wide CinemaScope screen.

For complete information
address:
DIRECTOR OF SALES

The Greenbrier

WHITE SULPHUR SPRINGS, WEST VIRGINIA



Or inquire of Greenbrier offices at: New York, 588 Fifth Ave., JU 6-5500
• Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 West Washington
Street, RA 6-0825 • Washington, D. C., Investment Bldg., RE 7-2642

Coming . . .

Ideas, Ideas, Ideas, Ideas for Sales Meetings

Read all about them in Sales Meetings magazine, which you will receive with your copy of Sales Management, April 1.

line. Six hundred persons go home for the day, perhaps longer."

The purchasing department is actively solicited, sees up to 90 salesmen in one day. "But," continues Hegyi, "every salesman is interviewed for the one thing all purchasing must have—product knowledge. It's from salesmen that we get the over-all information we need to fill engineering and production specifications. We do not expect to match the specialized knowledge of the various technical men.

Hegyi emphasized one gripe—with several important vendors whose products "we have to have and they know it." He implies that their salesmen show little interest in Olympic's use of their companies' products. Service calls are few. Little expert guidance and counsel is available to help Olympic to improve production techniques. Projection of skills for the benefit of Olympic's operating and management personnel is the kind of salesmanship that apparently had no place in training salesmen.

Spasmodic Soliciting

As for other needs, the company uses truck and car rental service, but solicitation is spasmodic. Air conditioning, lighting and related plant equipment suppliers seem to have fewer than the usual number of bench warmers in the waiting room.

There is a constant drumfire of calls by salesmen in the plant machinery fields. And it is here, Hegyi feels, that there is the greatest opportunity for improving vendor relations.

His department's major objective is to learn all it can about a supplier's business. Beyond the uses, materials, construction, etc., of the product, Hegyi says, "we should know about production methods. We are all eyes and ears when a salesman opens a portfolio showing his company's manufacturing processes, machines and machine tools used, how production lines function, and service and sample departments.

"And we would like to go farther than that! How do the companies control their raw material supplies, their sources and access to them—all as supporting data to help us make up our minds that *this* supplier, rather than *that* one, is the one we want to tie up with."

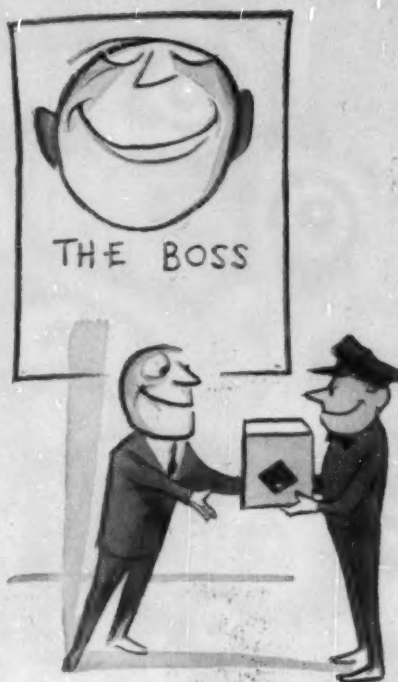
Hegyi suggests that the purchasing agent's job would "lose a lot of its headaches if manufacturers would supply customers and prospects with brochures, catalog pages and similar material on their product, product uses and successful production techniques."

The End

SALES MANAGEMENT



*When shipments were slow, the kindly old boss
Would let the help know that this made him cross*



*But now it's made plain so that shippers don't guess
They're told with each order, "Send it RAILWAY EXPRESS!"*

The big difference is

Speed, economy, and safe, sure delivery—
that's the big difference it makes
when you specify Railway Express!
Whether your shipment is big or small,
whether it moves by rail or air,
you'll get cheerful, convenient, and
fast service . . . because Railway Express
works to please you in the finest
American tradition of free enterprise.



...safe, swift, sure



WHO SPENT WHAT? Some 15 companies each invested a million dollars or more in businesspapers in '54 according to ABP's latest report on **LEADING ADVERTISERS IN BUSINESSPAPERS** which includes ad expenditures of close to 1,400 companies. Here, a task force of the Division of Businesspaper Information checks reports:

Philip W. Muller, Asst. General Manager, Breskin Publications, Inc. (right); James H. Moore, Jr., Pres., Moore Publishing Company (left); H. Judd Payne, Publishing Director, Architectural Record.

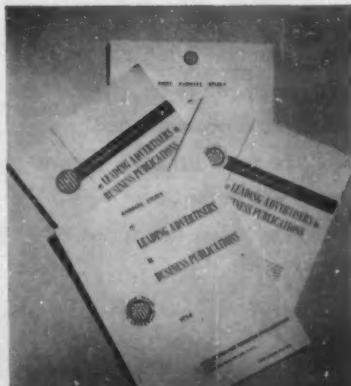


building better business

SEND FOR THESE:

LEADING ADVERTISERS IN BUSINESSPAPERS IN 1954
Fourth annual report. Lists expenditures of 1400 companies spending \$50,000 or more in businesspapers (see above). Report available April 10th.

KNOW-POWER... the story of America's business press in action. The booklet gives some history and some fresh perspective on the role of businesspapers in the growth of our economy. Important and interesting reading.



BACKING THE BUSINESS CENSUS...

Two jobs were assigned to a new ABP Business Census Committee... to promote all-out cooperation of business this year in answering Census questionnaires... and to stimulate further use of Census figures. Working together are...

Clarence Judd, Director of Research, Fairchild Publications (left) and A. W. Von Struve, Public Information Officer of the U. S. Bureau of Census.

Who spent the 405 million dollars?

Once again . . . in '54 . . . more money was invested in businesspapers than in all the weeklies . . . or in all the women's, general and farm magazines combined! * How come? And who's doing all the spending?

The *why* of it is easy. Advertisers know that adequate use of businesspapers is a basic part of every sound ad program. The fact is, all good selling is specialized . . . and nothing specializes like the business press. Businesspapers sell to specific prospects for specific products . . . a job no other media can do so well, or at anything like so small a cost!

As for *who* spent the 405 million dollars, the answer is almost as broad as business itself. The latest edition of Leading

Advertisers in Businesspapers lists 1,400 companies who account for more than a third of the total. This sizeable report (worth checking as a yardstick of your own ad-budgeting) is one of many ABP services, carried through in cooperation with advertiser and agency groups.

ABP's many-sided activities not only help businesspaper advertising do a better job, but they also help keep ABP's member-papers the leaders in practically every field. They're all paid subscription papers, so strong editorially that they're well worth the readers' dollars—and yours.

THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1906 • 205 East 42nd St., New York 17,

**Space and production. Source: McCann-Erickson, Inc. prepared for Printers' Ink.*

papers... better businesspaper advertising



NEW AWARDS SPOTLIGHT TOP ADS OF '54 . . . Judging ABP's two contests for advertising in businesspapers, top executives in merchandising and industry do a shirtsleeves job of selecting campaigns that made ad dollars work hard. Here are some of the judges at work:
At right, judging the Industrial Contest . . .

R. R. Zisette, Vice Pres., SKF Industries, Inc.; Dr. Sydney Steele, Director of Planning Staff, Atlas Powder Company; Robert H. D. Arndt, Exec. Vice Pres., Arndt, Preston, Chapin, Lamb & Keen, Inc.
At left, judging the Merchandising Contest . . .

B. W. Lerner, Vice Pres., Sun Ray Drug Company; Carole Stupell, Pres., Carole Stupell Ltd.; Sol Edelman, Vice-Pres. and Gen. Mgr., Sachs Quality Stores.



Your Trade Association Secretary May Be Keeping You Out of Jail!

BY JEROME SHOENFELD • Washington Editor

Maybe, someday, trade association secretaries will hold a symposium on a subject already hot and getting hotter: "How to keep our members out of jail without hurting their feelings." Some of these members like to suggest programs which, unfortunately, involve breaking the antitrust laws. They hint that a more enterprising secretary could needle through all these statutes, court opinions and what not, without really doing anything illegal.

The member opens, "You did a great job, Harry, on that promotion and that was a neat piece of tariff lobbying. But . . ." The secretary knows what's coming as soon as he hears himself praised: The association should put the price-cutting chisels out of business, or it should do some practical cost accounting, on which

they can base prices.

Unless he's unusually sure of himself, the experienced secretary does not talk back. He qualifies his spontaneous burst of enthusiasm with a cautious, "Let's ask our lawyer," whom he later telephones, "Say, at the next meeting will you scare hell out of some members who want to break the Sherman Act?"

At this meeting, the lawyer doesn't mention those members. He refers anonymously to "other associations" that hanker for crime, and suggests that "it would be of interest to members" that this and that Supreme Court decision rule out their hopes.

Law library custodians say that more lawyers with trade association retainers are looking up antitrust cases.

Being cited in an antitrust case is,

indeed, one of the hazards of the trade association secretary's job. In the secretary's head is a sorry statistical fact: Almost one out of three complaints names an association. Convictions, true, are rare. But this high ratio indicates the risk of an investigation, which may involve opening files to an FBI man—a painful move if the files hold tactful correspondence with a member who prefers above-board price fixing to all this highfalutin research.

Exactly how members want to break the law or, to put it another way, how they'd like the law accommodated to what they want to do, depends on their lines.

Suppose your plant turns out a homogeneous product—cement, salt, sugar—which, despite the gaudy phrases your advertising man may dream up, is just like your competitors' product. A customer tells your salesman:

"ABC Co. quoted me half a cent less." Before you discount that half cent, you want to check. You know perfectly well that you can't simply swap quotes with ABC.

BEST BUFFALO BUY for SALES and ECONOMY

FOR THE COMPLETE STORY
—all the facts and figures—of
Western New York's 8-county
market, write for the Market
Data Book published by the
Courier-Express.



ROP COLOR
available
both daily
and Sunday.

It's the *Morning Courier-Express*. 62% of its city circulation goes into residential districts rated "Excellent" or "Good". It reaches nearly 1/3 of the 463,400 families throughout Western New York's 8-counties where effective buying income averages \$5,286 per family. It thus carries your sales message at a low rate to the cream of the buying power in New York's second largest metropolitan market. For complete mass coverage of this same area, use the *Sunday Courier-Express*—the State's largest newspaper outside of Manhattan.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:
SCOLARO, MEEKER & SCOTT
Pacific Coast: DOYLE & HAWLEY

Exchanges Envied

It is with envy that you regard the people who trade on exchanges, where price quotations and even bids and offers are immediately circulated. Why can't the trade association rig up an equivalent?

Secretaries are asked, importuned, ordered over and over again to set up some system to keep members abreast of the market. There are all sorts of proposals. A typical one is to post "basic" price lists, deviations from which must be reported at once to the association.

The courts do allow associations to collect and report prices, shipments, average costs, etc., if the figures they receive and give out are too stale to act on. But even this may be dangerous. It's hardly strange that standard material usually sells at about the same price everywhere. A spell of uniform prices without enough allowance for freight is bad news indeed for a trade association secretary whose reporting is expert.

A trade association secretary may feel quite certain that he has done nothing wrong. But how can he know that he won't be accused? How

can he be sure that to a future FTC his cost reporting won't look like the tiny seed which later grew into a great conspiracy? The last thing he wants is to win a case. Several years ago chinaware makers switched to mass production of restaurant ware. This switch changed relative unit costs. Vitrified China Association made a survey and was accused of price fixing. Though cleared, the Association was not reimbursed.

An association made up of members who manufacture branded products ordinarily does nothing that remotely resembles allocating territory or fixing prices. How can you fix prices when each brand name refers to a product that's unique, inimitable?

Though nobody puts it just that way, there are impulses to boycott. There's an almost desperate search for ways to deal with "chiselers," "bootleggers"—the people who sell out to discount houses and the like. Can't a trade association at least publish lists of honest firms that are not run by sellout artists? Shouldn't the "wholesalers" who deal only with the consuming public and never with retailers be run out of town? Shouldn't there be some way to deal with cheats who fake trademarks, and who pirate styles?

It's a rare trade association man who'll tell you that he personally wants to police these things and would do so gladly but for the antitrust laws which prohibit even the most self-righteously expressed restraints. The talent of the average trade association man is for mediation rather than enforcement. The office of industry czar doesn't sound like a comfortable berth.

Boycotting Illegal

In general, businessmen get in trouble if they try to enforce the anti-trust laws themselves or through their associations. It is illegal to boycott manufacturers who grant illegal discounts, who enforce Fair Trade agreements spasmodically or not at all.

Sometimes, Government will do for you what it won't permit you to do directly or through a trade organization. Probably it would be conspiracy for competitors to agree to observe the Robinson-Patman Act—unless, under a Fair Practice Code, FTC promulgated the agreement. Again, it might be illegal for competitors to create a standard of workmanship to the injury of those who don't follow it. But, if you agree to a standard, Department of Commerce will give it official sanction. **The End**

MARCH 15, 1955

"FIRST" ON THE COAST IN GROCERY ADVERTISING

The San Diego EVENING TRIBUNE and the San Diego UNION rank **first** and **second** respectively in comparison with all daily newspapers in key Pacific coast cities by major grocery lineage classifications

(Source: Media Records, Inc.)



IN SAN DIEGO

242,500 families FOLLOW THESE LEADERS — The San Diego Evening Tribune and the San Diego Union — in selecting daily food menus... for an annual food budget of nearly two hundred million dollars!

REPRESENTED NATIONALLY BY



THE WEST-HOLLIDAY CO., INC.



SUNSWEET

Restyles Package for



BUILT-IN PICKUP APPEAL in Sunsweet's new package features banner device to "help" shopper turn box to appetizing reasons for buying.

THE OLD PACKAGE (in the background) had good design quality, but Sunsweet wanted a more striking package wrap that would serve a threefold purpose: (1) spur self-service, impulse sales; (2) educate housewives to new uses of dried fruit; (3) help grocer sell tie-in items.



TO EMPHASIZE BRAND NAME, Sunsweet has a stronger sunburst symbol which, combined with realistic reproduction of fruit, gives the package greater eye appeal. Holding this giant display box are E. N. Thayer, sales manager, and Walter Landor, designer of the new package.

More 'Reach Appeal'

After careful studies of consumer buying habits, the California Prune & Apricot Growers' Association has come out with a new package for its Sunsweet-brand dried fruits—prunes, apricots, peaches.

The package—shown on these pages—reflects the findings of the Association in its attempt to determine what impels a super market shopper to buy a product which, in a strict sense, cannot be considered a staple. Market research has shown that 65% of consumer purchases are made on impulse. E. N. Thayer, the grower cooperative's sales and advertising manager, realized that the key to such buying is display. But what is the key to display?

Here, Sunsweet turned to its studies which showed that people buy products which appeal to them, develop more interest in familiar products when new uses are suggested. Consumers, the studies indicated, do not look for brands first. In the case of the super market shopper, she searches first for the kind of product she wants, then for the brand. From this, Association executives and their advisers concluded that they must have a package with "reach appeal."

The new Sunsweet package design is the result. It retains the foil wrap which has characterized the brand for years. In addition, the new carton displays a lifelike reproduction of the fruit it contains. Side and back panels now display serving suggestions in the form of full-color photographs. Finally, the Sunsweet sunburst trademark has been revitalized to emphasize its dual role as quality symbol and brand identification.

The package redesign cost Sunsweet about \$30,000. The entire changeover runs to about \$100,000 because all previous promotional designs had to be thrown out. Two motion pictures made at a cost of \$200,000 some years ago are also obsolete since they show the old packages. Sunsweet, however, is confident that the goal is worth the gamble.

Summing up the project, Sales Manager Thayer says: "We think our new wraps have all the assets of a well thought out advertisement. They have attention value. They have high appetite appeal and they have the sparkle and protection of foil. We firmly believe these new wraps will introduce many more consumers to dried fruit."

Design program is by Walter Landor & Associates. Foil wraps by Reynolds Metals Co. Carton shells and shipping containers are from Fibreboard Products Inc., and display bins are by Schmidt Lithograph Co. The End



JUMBO BINS, gleaming in their golden foil wrap, have helped Sunsweet win added display space. Promotional material urges grocers to give the restyled package a little more space on the shelf and discover for themselves its effectiveness in producing sales.



NEW HALF-SIZE CASE for smaller stores, and for retailers who like to keep inventories low, was also introduced.



EASIER PRICE MARKING for the grocer is provided in the new design which switched price spot to the box top.



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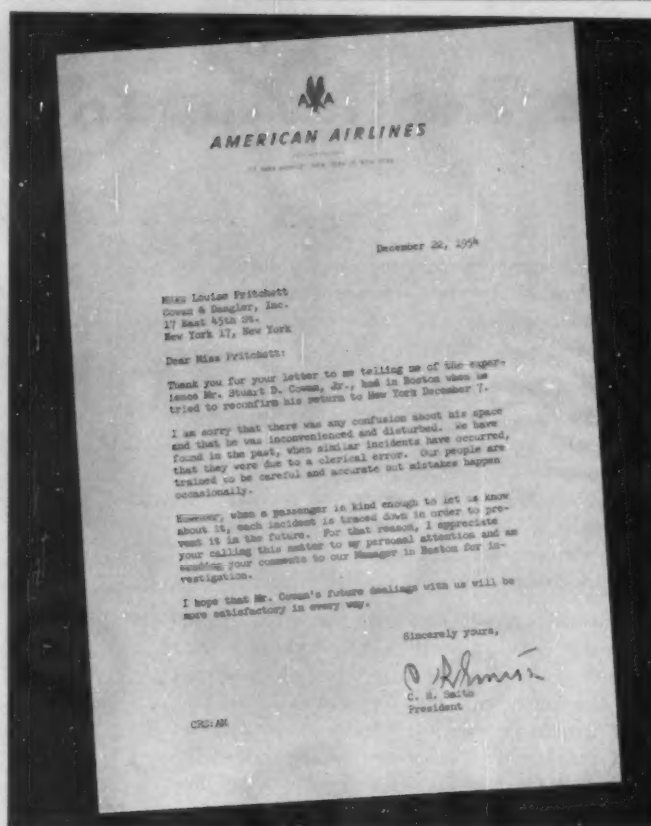


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CHICAGO, 320 N. Clark • NEW YORK, 100 Hudson
BALTIMORE, 1400 S. Claydon

CUSTOMER RELATIONS



'American' Keeps a Customer By Positive Action on Complaint

The Incident: Stuart D. Cowan, Jr., of Cowan & Dengler, Inc., New York, had trouble reconfirming his reservation on an American Airlines flight from Boston to New York. When he got back to his office, he had his secretary, Miss Louise Pritchett, write a letter to AA protesting the mixup.

The Action: C. R. Smith, AA's president, sent a personal letter (above) to Miss Pritchett, apologizing for the inconvenience to Cowan and assuring her that the situation was under investigation.

The Reaction: Cowan wrote to SALES MANAGEMENT. His topic "How [some] large companies spend millions for advertising and then fail to follow through by answering (promptly or at all) inquiries from the very people they are trying to sell." American Airlines, he points out, does not make this error.

"When a man as busy and important as C. R. Smith," Cowan declares, "finds time to write a friendly, understanding letter like this to a secretary, there are a lot of things *right* with U. S. selling."

"'Louise,' he quotes in conclusion, 'I have to fly to Detroit. Please get me a round trip . . . on American!'"

The image displays a collection of IBM punch cards used for market analysis. The cards are organized into several sections:

- CARD 1 PLANTS, 1947:** Focuses on the number of industrial plants by classification, including Food and Kindred Products, Tobacco Products, Textile Mill Products, Apparel Products, Lumber and Wood Products, Furniture and Fixtures, Paper and Allied Products, Printing and Publishing, Chemical Products, and Petroleum and Coal Products.
- CARD 2 PLANTS, 1947:** Continues the industrial plant classifications with Rubber Products, Leather and Leather Products, Stone, Clay and Glass Products, Primary Metals, Fabricated Metals, Machinery Except Electrical, Electrical Machinery, Transportation, and Instruments.
- CARD 1 POPULATION AND INCOME:** Provides data on population (Total, % of U.S.A., Families, Urban) and buying income (Net Dollars, % of U.S.A., Per Capita).
- CARD 2 RETAIL SALES BREAKDOWN:** Details retail sales by category: Food Stores, General Merchandise, Furniture Home Furn. Radio, Automotive, Drug Stores, and Buying Power (% of U.S.A. Potential, Quality of Market, Per Capita).
- CARD 3 POPULATION, INCOME AND SALES:** Combines population data with income and retail sales figures.
- CARD 4 INCOME DISTRIBUTION:** Shows the distribution of income into spending units and net effective buying income (Add 000).

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT Survey of Buying Power** to your own market areas.

Through **MARKET STATISTICS, INC.**, the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the *Survey of Buying Power* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of **MARKET STATISTICS, INC.** for complete details.

For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, **MARKET STATISTICS, INC.** 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559).

MARKET STATISTICS, INC.
RESEARCH CONSULTANTS TO SALES MANAGEMENT
 432 Fourth Ave., New York 16, N. Y. Mu-4-3559

How Would You Organize to Sell A Brand-New Kind of Product?

This is the story of Dow Corning's silicones, "mule" molecules which have opened new frontiers for consumer and industrial applications, and a report on how the company found 7000 customers where once there were none.

BY LESTER B. COLBY

"Selling silicones is an educational job," says Olin D. Blessing, gsm, Dow Corning Corp. "We sell something that didn't exist 10 years ago. During World War II we had only one customer and his name was Uncle Sam. Now we have about 7,000 customers in every major industry. In spite of postwar competition we figure that we have about 75% of the market and we intend to maintain our dominant position."

Dow Corning has just completed a new \$16 million expansion program in Midland, Mich., where over 200 industrial silicone products are manufactured for distribution throughout the world.

What are silicones? According to one dictionary definition they are "any of a number of compounds made by substituting silicon for carbon in an organic substance, and characterized by greater stability and resistance to extremes of temperature than the parent substance."

Crossbred Molecules

Since the beginning of time, all material things have been divided into two classes, one based on organic and the other on inorganic molecules. Chemists of Corning Glass Works succeeded in crossbreeding the inorganic and organic molecule and so brought into being a hybrid substance, a mule molecule so to speak, which opened up new vistas to the industrial world. These semi-inorganic products are known as silicones.

Research in this new field of chemistry was extended to include the Corning Glass Fellowship at Mellon Institute. Products developed by these research groups were so promising that Corning approached Dow Chemical Co. with the idea of partnership in their commercial production. This came into being Dow Corning Corp., owned by Dow and Corning Glass.

Examples of silicones:

1. Fluids and resins that keep clothes, shoes and brick walls dry in the rain.
2. Compounds that keep radar from "going blind" on foggy nights.
3. Fluids that produce a polish without rubbing.
4. Rubber that won't melt on hot aircraft engine cylinders or freeze on switches that operate bomb bay doors at 100 degrees below zero.
5. Electrical insulating resins that double the power of electric motors or multiply tenfold the life of electric machines.

Customers Get Literature

More than a million copies of some 250 publications ranging from data sheets to sales brochures explaining silicones were placed with Dow Corning customers and prospects last year. About 400,000 of these went to the company's customer and prospect list. More than 150,000 were mailed in response to inquiries or picked up at trade shows. The rest were distributed through nine Dow Corning branch offices and through distributor organizations to industrial customers and prospects.

"This company was built on research and its growth has been a result of more research, product development and sales engineering," says W. T. Rossiter, Jr., manager, sales training. "Our products are relatively expensive and they must be sold on the basis of what they do to cut maintenance and production costs, or to improve end products. A Dow Corning salesman must be both salesman and engineer."

"In my department, silicone products are sold for industrial and consumer applications," says D. M. Francisco, manager, release materials sales. "We sell mold release agents to foundries and to the rubber and

plastic industries. We also sell Anti-foam to plants in which foam causes waste in materials, processing time and space used for process equipment, or introduces a fire hazard in the processing of liquids. Add a few parts of Antifoam to anything that foams—foaming just doesn't take place. It is even used as a remedy for bloating in cows.

"Silicone fluids are versatile," Francisco adds. "They can do much for manufacturing: Improve the sales appeal of products and cut rejects; evolve new products, such as car polishes. Polish makers say these fluids have increased the use of polishes by 300%."

Says Ray S. Naegele, manager, silastic sales: "Silastic is a silicone rubber that works where organic rubber fails. We sell to the rubber companies that process and finish our materials to make molded, extruded or coated parts for the aircraft, automotive, appliance and electrical industries. Regular rubber is good from about minus 65 to plus 250 degrees. Silastic, with no organic substance in it, remains serviceable from minus 130 degrees to plus 500 degrees.

"Our sales job is to find markets for such a material. Here's an example: Communication cables in all new and rebuilt Navy ships are insulated with silicone rubber. This has reduced the size of the cables one-half. Our silastic salesmen, who contact the rubber companies, have to be laboratory specialists as well as salesmen. We bring them in to our laboratories every six weeks for briefing.

Informed on Developments

"We also issue a loose-leaf notebook called Silastic Facts and a Silastic Newsletter to keep our salesmen, our customers, and our customers' customers thoroughly posted on developments."

Says Clayton Doremire, manager, electrical industry sales, "During World War II everything went to the Government. Consequently most electrical manufacturing companies entered the postwar period with so many back orders that they had no time for new developments. We had to start from scratch to get a distributor organization working in leading cities.

Starting Its

SECOND Quarter-Century

SALES MANAGEMENT'S

SURVEY of BUYING POWER

The May 10, 1955 issue of SALES MANAGEMENT — the 26th Annual Edition of the SURVEY of BUYING POWER — is now being printed. More than 800 pages of the most widely accepted basic market data available anywhere* — population, effective buying income, sales . . . for the nation, regions, states, metropolitan areas, counties, cities . . . and for Canada, its provinces, metropolitan areas, counties and cities.

Also county by county potentials for nineteen basic industries.

PLUS These New Features

- Breakdown for Cities of consumer spending units by income groups.
- Average Income per Consumer Spending Unit, for counties and cities.
- Population growth trends since 1950, for counties.
- Retail Sales growth trends since 1948, for counties.
- Change in number of occupied dwellings 1954 over 1950, with 1954 lumber, building, hardware sales, all counties.
- Distort Maps showing county importance in state income picture, and city importance in county income picture.

**Studies by SM circulation department and Market Statistics indicate more than \$200 Billion of Sales Quotas and Advertising Appropriations will be based on the 1955 Survey of Buying Power.*

SALES MANAGEMENT

386 Fourth Avenue, New York 16, New York

2,600 People Move

They move into Florida every week, that is.

Our State C. of C. says it will take a billion \$ worth of public works the next four years to provide facilities for these people.

2,600 come in every week, 52 weeks in the year, about 150,000 a year.

Central Florida is getting its share. They all do not land in Miami.

That's why our newspaper is the most growing-est, the most productive for your advertising \$. Make money plenty in this rich 250,000 population vegetable, fruit and cattle area.

Orlando Sentinel-Star

MARTIN ANDERSEN—Editor, Owner,

Ad-Writer & Gallery Boy

Orlando, Florida

Nat. Rep. Burke, Kuipers & Mahoney

GIVE FREE

ORCHIDS

to the ladies—flown from Hawaii for a few cents each! to

- Introduce New Products
- Introduce New Models
- Increase BUYING Traffic and you'll get

MORE SALES!

Write today for new price list and brochure of many HAWAIIAN FLOWER GIFTS for promotions.

Dept. SM 35

H. C. Krueger - Flowers of Hawaii

670 S. Lafayette Pk. Pl., Los Angeles 57, Calif.

"With electric generators costing from \$50,000 to \$100,000 each, the superiority of new electrical insulating material must be proved before it becomes standard in such expensive equipment. Furthermore, our products cost more than the insulating materials they displace. We finally got a toe hold by inducing a group of rewind shops to use silicone (Class H) insulation in rebuilding motors. But first we had to make all of the Class H insulating components available for immediate shipment to the rewind shops, even though their initial orders were small.

"We did that," Doremire continues, "by buying quantity lots of all Class H components from the makers of electrical insulating materials and carrying that inventory in our own stockrooms for resale to rewind shops. Those stocks included our own silicone dipping varnishes as well as glass cloth and tape, silicone bonded mica-glass, silicone dipped sleeving, and silastic lead wires. We even developed a high-temperature silicone grease for use in Class H motors and stocked bearings permanently lubricated with this grease. Sometimes you have to go what seems like the long way around to introduce something new to industry."

Dow Corning's motor test program demonstrated that silicone (Class H) insulation has "at least 10 times the life of the next best class of insulation," Doremire points out. This performance was confirmed under actual service conditions in every motor rewound with silicone components. He notes that the field broadened rapidly, that within a few years silicone insulation was being

used in all kinds of electric machines including motors combining the requisites of dependability and overload capacity. Typical examples: Diesel-electric locomotive motors; traction motors on heavy-duty earth moving equipment.

One of the things that have helped to make people better acquainted with Dow Corning as the primary source of silicones is pocket-size packets of "Sight Savers," according to Lou Putnam, manager, advertising and sales promotion. "These 'Sight Savers' are silicone treated tissues that 'quickly clean, polish and protect eye-glasses.' We have sold more than 90 million of these little packets; you'll find them all over the free world."

Dow Corning's advertising and publicity department has published hundreds of original papers and reprints, some written in popular style, others highly technical. Titles include: *Silicones in Packaging*, *Silicones in Medicine*, *Silicones in Pharmacy*, *Dow Corning Silicone Mold Release Agents*, *Silicone Rubber Insulation for Traction Motor Field Coils*, *Do You Know What Silicones Will Do for Your Motors?*, *Performance of Silicone Greases*, *Colored Silicone Finishes*, *She's Wearing Her Umbrella*.

In its work of selling the advantages of silicones, Dow Corning does not hesitate to refer to the Chemical Division of General Electric Co., now its largest competitor. Nor does it fail to give the Linde Air Products Division of Union Carbide & Carbon Corp. credit for being the third largest producer of silicones, with a major plant now under construction.

In Dow Corning publications there

The Bigger A Man's Head—The Easier To Fill His Shoes

SLOGAN SMILES

on colorful stickers for correspondence or as give-away signs with your firm name. Customers love them; door-opener for salesmen. Write for Free samples and prices.

J. Posner 95 Madison Ave. New York 16

The Safest Place To Keep A Secret—Is In Your Head

FREE BOOKLET ON SPEED READING

now available to executives: "How To Ease Your Business Reading Burden." No obligation. No salesman will call. Write today to: Foundation for Better Reading, Dept. 1043, 20 W. Jackson Blvd., Chicago 4, Illinois.

Automation Dictionary Available to Laymen

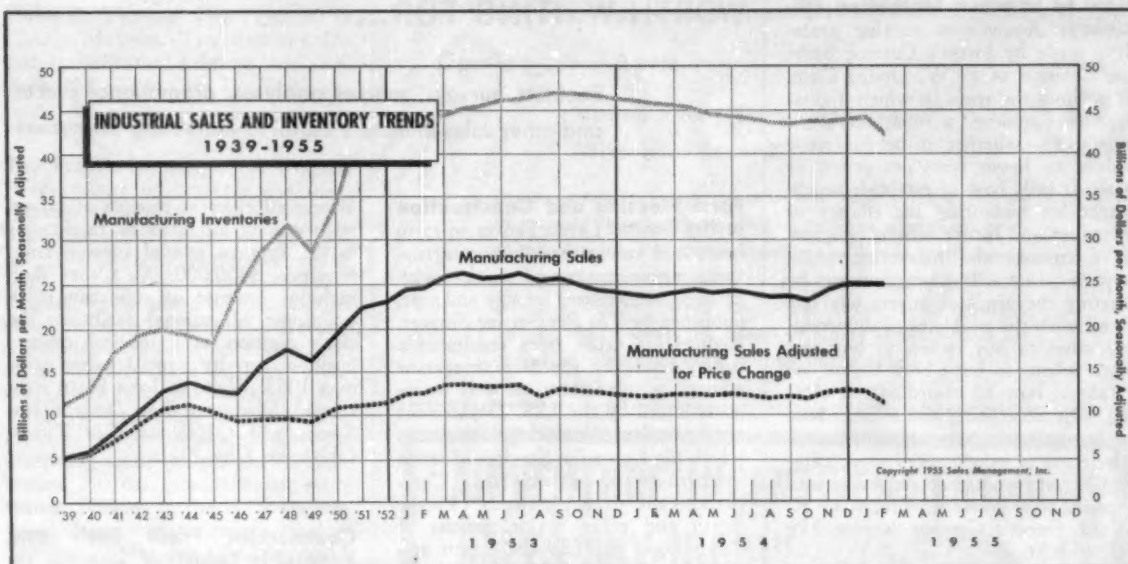
Many a sales executive stands with other laymen in bafflement before engineeringese terms that are moving into business language—words like "sinusoidal," "reproducibility," "feedback," "optimization."

Minneapolis-Honeywell Regulator Co. has taken a big step toward making this industrial nomenclature understandable. It has prepared a layman's guide to automation-coined terms. Designed primarily for those whose knowledge of automatic control is limited to the setting of an alarm clock at bedtime, M-H's small "Automation Dictionary" translates 87 of the most widely used engineering terms into everyday English.

For example: "Reproducibility," the M-H dictionary explains, has nothing to do with the spawning of new little robots. Instead, in automation work, it refers to the degree to which a condition can be independently duplicated.

"Logger" is defined not as a woodsman but an instrument which, after scanning a variety of conditions, "logs" its findings on a chart.

And so it goes, from "A" to "V" (seems there are no especially confusing "Z" automation words) in this helpful little handbook. It is put out by the Industrial Division, Minneapolis-Honeywell Regulator Co., Philadelphia, Pa.



Industrial sales in February maintained the high level of the preceding two months as autos continued to roll off the assembly lines at peak rates and steel output climbed close to 90% of operating capacity. Some observers expect

output schedules to ease a bit soon, since dealers' stocks are beginning to rise. However, retail car sales are going very well so that the current high level of auto activity may well continue through the first quarter of the year.

is information on the use of silicones in hand creams and lotions. Silicone fluids are finding an increasing market in cosmetics; sun tan lotions not removed by the first dip in the ocean.

"The versatile synthetic polymers known as silicones have wide pharmaceutical application," says a reprint from *Pharmacy International*. "They are water repellent, stable at high and low temperatures, chemically and physiologically inert, and are possessed of excellent dielectric properties.

"Their unconventional chemical structure is responsible for many of the unexpected properties. Their value to many industries is only

beginning to be understood, and there is no doubt that many of the professions (among which may be numbered that of pharmacy) will profit more and more from the use of these new polymers as their properties and applications become more widely known."

Silicone fluids are recognized as nontoxic and this has led scientists in the field of medicine to experiment with them. Silicone products have been used in artificial lungs, hearts and kidneys, in the treatment of pulmonary edema and as a suspension for certain medicaments.

Potential silicone applications in the automotive field include gaskets

and seals that won't wear out; permanently lubricated ball bearings; liquid springs to absorb shock; silicone insulated generators which will carry the added load of accessories and air conditioning without burning out; silicone treated upholstery to repel water and stains, thus eliminating the need for seat covers; exterior finishes which will last the car's lifetime.

Technical men in industries, chemists in laboratories, men at machines and builders of jet engines have all been given a revolutionary class of materials with which to formulate and design even more remarkable products and machines. **The End**

to sell **RURAL MISSOURI**
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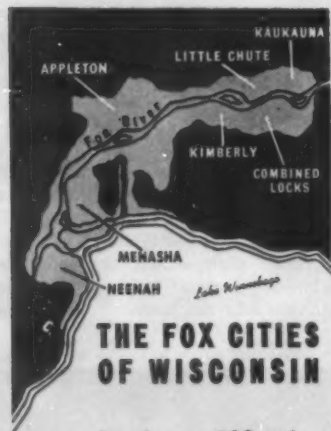
PUBLISHED BY CAPPER PUBLICATIONS, LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

**Missouri
Ruralist**

How to Improve Marketing Efficiency: Analysis of catalog procedure made by Sweet's Catalog Service, Division of F. W. Dodge Corp. It outlines the ways in which a catalog can achieve a manufacturer's objective — whether it be for more orders, or lower costs per order, or both. It tells how to establish benchmarks for measuring the efficacy of a current and future catalog program in a co-ordinated marketing plan; how to create selling opportunities by meeting the needs of buyers who are faced with the problems of determining what to buy, when to buy and from whom to buy; how buyers use catalogs; how to co-ordinate a catalog with advertising and selling; how to meet sellers' catalog needs. In addition there is information about catalog design, production, coverage and accessibility. Write to Garwood R. Wolff, Sweet's Catalog Service, 119 W. 40th St., New York, N.Y.

This description of the free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure", appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.

Sweet's Catalog Service



... absorb over 133 million dollars in annual wholesale - retail sales. Rich farms and diversified industry let Fox Cities families buy what they want — and they want what they see in their own newspaper ... the

APPLETON POST-CRESCENT

Contact Ken E. Davis, Manager, Gen. Advertising

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Farm Housing and Construction

in the South: Latest figures on farm home and service buildings construction, improvements and repairs, with detailed breakdowns on size and cost, published by *The Progressive Farmer*. Figures are taken from results of a survey made by the farm magazine among its subscribers, as well as reports issued by the U.S. Department of Agriculture, covering surveys in which the Extension Services of seven southern states participated. Comparisons are drawn between (1) the South and other major regions of the nation, and (2) the South and the nation as a whole. Some of the findings: 32.1% of the respondents to the survey stated that they had painted or redecorated their houses during the previous 12 months; 10% had remodeled; 3.3% had rebuilt; 3.1% had purchased a house; 61.6% had repainted the interior of one or more buildings and 33.4% the exterior; 74.7% said they plan to do interior painting within the next 12 months, and 55.2% will do exterior painting. Write to Paul Huey, Advertising Manager, *The Progressive Farmer*, 819 N. 19th St., Birmingham 3, Ala.

What's Going on in Oklahoma

City: Booklet prepared by *The Daily Oklahoman* and *Oklahoma City Times*, which charts the steady growth of the city over the years. Data presented show that 75,000 new citizens have been added since 1950 (1950 Census, Metropolitan Area, 325,352; 1955 estimate, 404,749) and 21,350 more jobs. In 1954, 5,500 new homes were constructed. New industrial sections have been added. Thirty-one shopping centers have been added. Tinker Field expansion continues: Three new prospects total almost \$7,500,000 — civilians employed, 20,000; military personnel, 4,500; annual payroll, \$100,000,000. Oklahoma City leads the nation in intra-city express ways and new by-ways added in the last 10 years. It also continues to be the hub of the vast Mid-Continent oil producing area. More than 760 firms make up the oil industry in the city's area. Average annual farm income is \$610,000,000. It ranks high in national livestock standings: fourth

among all cities in receipts of calves, sixth among all cities in receipts of cattle, average annual income from livestock, \$350,000,000. Other data include: increase of suburban office buildings; educational facilities; the city's position as a medical center; business activity; retail sales gains over 1953. Write to John Blatt, Promotion Manager, *The Daily Oklahoman* and *Oklahoma City Times*, Oklahoma City, Okla.

Commercial Fresh Fruit and Vegetable Industry:

Progress report from *The Packer*. It covers promotion and advertising; packages and packaging; grades and standards; unfair practices and business failures; changes in the distribution pattern; transportation; retail thinking in Chicago, New York, Detroit, Pittsburgh, Texas and on the West Coast. Write to G. H. Gurley, President, *The Packer*, 201 Delaware St., Kansas City, Mo.

'Reader's Digest' Audiences Outside the U.S.:

Report of the most recent series of reader surveys conducted for *Reader's Digest* International Editions. It presents 21 individual tables giving current information about such indicators as age, sex, education, occupations and living standards of readers throughout the world. The data are arranged by editions and cover audiences in 24 different geographical areas. In the majority of cases statistics on penetration are included in addition to data on *Reader's Digest* audience composition. Sources and dates of studies are given. Such facts as these are revealed: The magazine in Australia has 1,600,000 readers, with nearly 60% residing in auto-owning households. Thirty percent of the magazine's 5,600,000 British readers are in A and B income groups. A third of all Canadians in professional, administrative and managerial occupations are *Digest* readers. With nearly 7 million readers throughout Latin America, Spanish and Portuguese editions reach better than 40% of the area's university-educated. In France the audience includes half of the nation's car owners. Write to

SALES MANAGEMENT

Josiah B. Thomas, Vice-President in Charge of Sales, The Reader's Digest International Editions, Inc., 230 Park Ave., New York 17, N. Y.

The Textile Industry: A *Business Week* report on markets and management readership. The textile industry spent \$323 million in 1952 for new plants, machinery and equipment. Total employment exceeded 1 million. Value added by manufacture amounted to \$5¼ billion. To obtain additional data on specific purchases made by the textile industry, *Business Week* initiated marketing and magazine readership studies among leading textile companies. For the marketing study, questionnaires were mailed to the president of every textile company in the U. S. employing 250 or more persons, a total of 743 companies. For the readership study, questionnaires were mailed by Crossley, Inc., to the management and operating executives in each of the above companies. Write to Herman C. Sturm, Advertising Director, *Business Week*, 330 W. 42nd St., New York 36, N. Y.

Canada's Economic Progress Since 1941: Analysis by *Maclean's* magazine, which presents data on population, immigration, marital status; development of industry and natural resources; labor force; national income and household characteristics. Write to Hall Linton, Advertising Manager, *Maclean's*, 481 University Ave., Toronto 2, Canada.

How to Save Money Packing and Shipping Plastics: No. 2 of a Business Executive series published by the Plastics Division, Monsanto Chemical Co. It defines the problem and tells where it begins and what to do about it, covering these subjects: selecting, testing and designing a container; utilizing container space; stacking and loading for shipment; palletizing for profit; preparing the load for shipment; determining classification rates; common carrier regulations; public merchandise warehouse distribution services; warehousing services for plastic manufacturers; freight forwarding services; packaging and shipping from the receiver's viewpoint; instructions and marking; container standardization; over-packaging. Write to C. Judd Holt, Jr., Public Relations, Plastics Division, Monsanto Chemical Co., Springfield 2, Mass.

MARCH 15, 1955

Coming . . . April 1

Sewell Avery Slugs the "Pirates" With His "Record"

In an exclusive interview with SM, Montgomery Ward's 81-year-old chairman tells why he believes a large majority of the company's 68,000 stockholders will vote their shares, on April 22, in favor of his "sound business management." Avery and other Ward executives reveal their strategy and tactics to keep the hands of Louis Wolfson and his crowd off of Ward's \$300 million liquid assets.

"AIRVENTURE® INCENTIVES SENT OUR SALES SKY-HIGH!"



"We put our sales contest over in a big way . . . with air vacation prizes." Yes, sales really zoom when there's a luxury vacation by air waiting at the top of a sales quota! Salesmen give that special "extra" . . . and their wives back them up, too!

Everybody's planning a big sales drive in '55 . . . and you can be sure of hitting top targets when you run an Airventures sales contest.

Airventure Incentives are available in a large variety of durations and fares . . . flexible to fit any plan. Vacation spots include Hawaii, Alaska, the Orient, National Parks, Canadian Rockies, Dude Ranches, New York, Washington, D. C., Around the World.

Start your '55 sales push with an Airventures sales contest. For information, mail coupon or call nearest Northwest office or see your Travel Agent.

NORTHWEST *Orient* AIRLINES



Director of Passenger Sales
Northwest Orient Airlines
1885 University Avenue, St. Paul 1, Minn.
Please send me without obligation information about "Airventure Incentives."

Name _____
Company _____
Address _____
City _____ Zone _____ State _____

SM31866

SALES ASSISTANT

Hard pressed general manager needs a man who wears well to help him in sales-advertising and promotion, but capable of the full sales responsibilities, for a firm manufacturing a basic food sold nationally, whose potential hasn't yet been scratched. Requires some travel.

Consideration will be given to all replies which include detailed information of education, experience and personal background.

Box 3107

MAKE 'EM LAUGH!

Friendly prospects buy quicker. Make yours laugh with the "Let's Have Better Moments" monthly mailings. Unusual — effective — economical — exclusive. Write for details on your business letterhead.

FREDERICK E. GYMER
2121 E. 9th St. Cleveland 15, Ohio

If you work with sales quotas and advertising appropriations, you'll want to know

WHERE ALL THE MONEY IS and WHO'S GOT IT

Each year your subscription to Sales Management brings you the answers to this important question.* For example, the May 10, 1955 edition will give

TOTAL INCOME PER FAMILY INCOME PER CAPITA INCOME

for the nation, each geographic region, state, county, metropolitan county area and 1,565 cities.

And it will

BREAK DOWN THE INCOME

to show for all these markets:

% of Consumer Spending Units and % of Net Income in the following brackets

\$0 - \$2,499
\$2,500 - \$3,999
\$4,000 - \$6,999
\$7,000 and over

*In 1955-56 manufacturers and advertisers will base more than \$200 Billion of Sales Quotas and Advertising Appropriations on the accuracy of the Survey data.

EXECUTIVE SHIFTS IN THE SALES WORLD

American Silver Co. . . .

Walton S. Elliot to assistant to the sales manager.

Avon Products, Inc. . . .

Andrew Josephsen to Private Brand Division manager.

Bayuk Cigars Inc. . . .

Bernard Sless to general sales manager, Lewis Division.

A. M. Byers Co. . . .

Harry R. Rowland to general manager of sales; Edgar L. Fix to manager, steel sales.

Childers Manufacturing Co. . . .

Robert W. Lenski to manager, advertising and sales promotion.

Continental Oil Co. . . .

L. E. Stuart to director, sales administration.

Dan River Mills, Inc. . . .

Harry M. Ferguson to v-p in charge of merchandising and sales.

Dant Distillers Co. . . .

Robert J. Franklin to advertising, sales promotion and merchandising manager.

General Mills, Inc. . . .

Robert I. Angelus to manager, merchandising and advertising, O-Cel-O Division.

General Tire & Rubber Co. . . .

David H. Simonds to director of advertising, The Bolta Products Division.

The Heil Co. . . .

John D. Barclay to v-p sales.

Iron Fireman Manufacturing Co. . . .

Wayne F. Strong to president; William J. O'Neil to v-p sales, Petro Division and to manager of the company's seven retail branches; E. C. Webb to v-p in charge of sales, SelecTemp Division.

Detroit-Michigan Stove Co. . . .

C. M. Jewell, sales manager, new

separate division for company's Garland line of commercial ranges.

Hooker Electrochemical Co. . . .

Herbert Heesch to general sales supervisor.

Illinois Watch Case Co. . . .

Leo Kaye to general sales manager, Elgin American and American Beauty Divisions. Started in 1946 as a salesman; became Eastern Division sales manager, Wholesale Division in 1950, and national sales manager, Wholesale Division, in 1953.

Jamison Cold Storage Door Co. . . .

Patrick J. Duffy to general sales manager.

The Kendall Co. . . .

W. B. Allen to director of sales training, Kendall Mills Division.

Kleer Kleen Mfg. Co. . . .

Alex H. Banko to general sales manager.

Laird & Co. . . .

John E. Laird, Jr. to executive v-p; Robert L. Bainton to regional sales manager.

Lebec Chemical Corp. . . .

John C. Plummer to president and general manager.

Lux Clock Mfg. Co. . . .

James M. C. Tighe to commercial sales manager.

The New York Air Brake Co. . . .

R. Lee Mitchell to general manager, Railroad Sales Division.

Phoenix Hosiery Co. . . .

Max Hoffmann to sales manager, men's hosiery.

Remington Records, Inc. . . .

Bennet H. Korn to executive v-p.

Schenley International Corp. . . .

Robert G. Sidener to a v-p.

Star Steel Equipment Co., Inc. . . .

Ernest Kruse to sales manager.

Topflight Corp. . . .

Roy M. Dent to sales director.

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THE SCRATCH PAD

By T. Harry Thompson



March 15 used to be both a deadline and a dreadline. Now, we have an extra month in which to let our conscience be our guide.

Near beer, it now occurs for no logical reason, was wishful drinking.

Speaking of elbow-lifting, Denver's Jerry Delano says "gin phys" is what your mirror shows the morning after. He further says that the shortest cut to a wrong number is dial and error.

LUCREZIA BORGIA: A poisonous friend.

WOLF: A character more tactile than tactful.

An aid to pronunciation of a certain abused word is that old game, knock-knock:

"Knock, knock."
"Who's there?"
"Jenny."
"Jenny who?"
"Genealogy."

Neology Dep't: I told about a local bank that picked "Mr. Service" as a name for its advertising character. Homer Smith thinks he can match it with "Mr. Stationer." Such originality is a Mr. E.

Every advertising man knows "GPO" stands for "Government Printing Office." It may soon also stand for "Grit Pays Off" . . . a new campaign in SM.

Genteelism Dep't: "Today, whether your taste is for exotic dishes or the best in American cooking, you will find viands cooked to the queen's taste in any number of our restaurants."—*Philadelphia in the Winter*. Waiter, some curry of viands with rice, please.

EXPEDITER: Wait-lifter.

The goal of every right-minded advertisement: Thought-Control.

NIT—"You say Maureen opened a gift-shop?"

WIT—"Yeah; we call her 'Merchant Maureen.'"

The FHA listed 983 dealers and salesmen "associated with possible abuses" on what it called a "grey list," and Miriam Lewis raised her hand at once to ask: "Tattletale grey?"

Henry Obermeyer still thinks, to crack the buyers' market, we're going to have to "look alive to thrive in '55."

The fellow who is always boasting about turning over a new leaf often loses his place completely, it says here.

If people swear by you and not at you, you're in, according to Herb Dickson, who further observes that the quarrel with matrimony isn't with the institution. It's the personnel!

NYLON: Favorite nest of skin.

Our Pratt Falls correspondent says it's easy for folks to make monkeys out of themselves just by carrying tales.

Awhile back, the column suggested this headline for a sports-car ad: "The one for the road." Five months later, the little Chevrolet Corvette picked up the option, used the head on a page in *The New Yorker*.

BACHELOR DINNER: Last rights.

EGOMANIAC: A guy who thinks the stock market would sag if he dumped his holdings.

On the subject of party drinking, George Gobel said he knows his capacity. Trouble is, he added, he usually passes out before reaching it.

Touching headline: "The tactile appeal of a beautifully bound book."
—Doubleday.

★ ★ ★ ★ ★

Five-Star Final

SELECTING A TRADE-NAME

When you pick a name for a new product . . . or a whole line of products . . . be as serious about it as you would about selecting a wife. You and your business family expect to live with it a long time!

Are there any rules? No. But there are some check-points worth considering:

1. Is there a simple, solid family name like Ford or Heinz or Steinway that will fit the product or line? Use it and save the long process of educating the public to a new and coined name.

2. Is there some well-known dictionary word that will serve? The soap-makers have done rather well with such names as Tide, All, Cheer, and Surf . . . and also with coinages like Lux, Vel, Duz, and Fab. Whatever your choice, keep it simple and pronounceable.

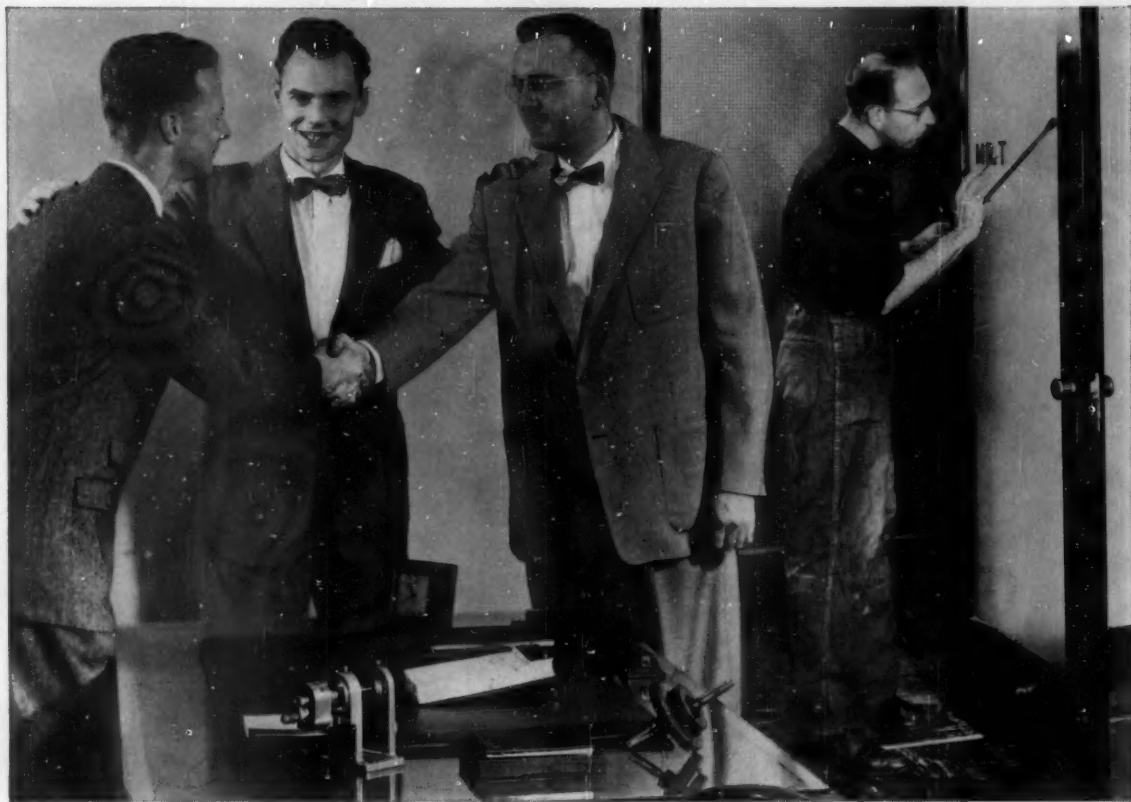
3. Be wary of foreign words as brand-names for the American market. Some years ago, an underwear advertiser picked the nice French word *recherché*, meaning "much sought after." *Recherché Underwear* may still be around, but you read more about Hanes, Reis, and Cooper underwear. These names are easy to say, easy to remember.

4. In coining a name, rely on the creative staff of your advertising agency rather than a consumer contest. Not that the public is stupid, but neology is work for a "pro."

5. Having coined your trade-name, or having picked one ready-made from the dictionary, test it locally before going all-out in sales and advertising. Get a sample reaction first!

★ ★ ★ ★ ★

SALES MANAGEMENT



When a new plant executive takes over — the industrial salesman gets there **FAST**

*And 1,645 industrial salesmen see to it that MILL & FACTORY
reaches the new man with buying influence immediately*

Conventional circulation methods won't reach this new plant executive for some time. But if he has genuine buying authority, he'll be reading next month's issue of MILL & FACTORY.

That's because MILL & FACTORY builds and maintains its market coverage in a unique way—through 1,645 industrial sales engineers who call continually on the important plants in every trading area of the U.S. These local salesmen actually select the men in each plant that they call on to receive paid copies of MILL & FACTORY. Through regular call reports from the field, MILL & FACTORY is able to keep right up to the minute on all important buying influences. It reaches the new buying influences immediately and keeps abreast of all other changes in current buying influences, as well.

Contrast this precise, local method of building coverage of industrial buying influences with the hit-or-miss

method of covering lists of titles. You will see why MILL & FACTORY, with its unique Conover-Mast Franchise Circulation Method, is the *only industrial magazine* that reaches the very same men your own salesmen must see to sell your product.

Here's the *only* magazine that can eliminate the waste of advertising to men with no buying authority... the *only* magazine that keeps you constantly in touch with industrial buying influences, old or new.

Mill & Factory

CONOVER-MAST
PUBLICATIONS, Inc.
205 East 42nd Street
New York 17, N. Y.

NBP

DPA



regardless of title

Mill & Factory reaches the Men \wedge Your Salesmen must See to Sell!

YOU SELL MORE WHEN THEY ARE IN THE MOOD To Buy!



BRAND ADVERTISING gets more buying action when you place it in the medium which, more than any other, gives people buying ideas. And, on the record, that medium is the newspaper.

To a degree unmatched by any other medium, the newspaper is integrated with living. People depend on it for participation in the affairs of their community. It is their primary, and to a large degree exclusive, source of the news and information they need in business and personal affairs.

As Chicago's most dynamic newspaper, the Tribune is bought, read and bought from by

hundreds of thousands more families than are reached by any other Chicago newspaper. The buying action of readers attracted to the Tribune during the twelve months ended Dec. 31, 1954 over \$55,000,000.00 in advertising—more than has ever been placed in a similar period in any other newspaper in the world.

A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise among Tribune readers that will increase your sales and give your brand a stronger competitive position. Why not ask him to call?

CHICAGO TRIBUNE

Chicago
A. W. Dreier
1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick Associates
155 Montgomery St.

Los Angeles
Fitzpatrick Associates
3460 Wilshire Blvd.